

ANNEX E, TASK AUTHORIZATION FORM

Contract Number	47419-218907/001/ZQ
Task Authorization (TA) Number	2021001758
Contractor's Name and Address	
BDO CANADA LLP 180 Kent Street, Suite 1700 Ottawa, Ontario K1P0B6, Canada	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$449,875.00
Issue Date: November 24, 2020	Response Required By: <i>Five (5) days after issuance</i>
Work Location: National Capital Region (NCR)	
Travel: N/A	
Language Requirements: English	
TA Revisions Previously Authorized	
\$0.00	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
New TA Revision	
\$0.00	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____
Contract Security Requirements (as applicable)	
This task includes security requirements. <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes; Refer to the Security Requirements Checklist (SRCL) annex of the Contract. Remarks: RELIABILITY	
Required Work	
SECTION A – Task Description of the Work Required	
The Information, Science and Technology Branch (ISTB) at the Canada Border Services Agency (CBSA) recently re-aligned under a new Functional Management Model to streamline the way it delivers information management / information technology (IM/IT) initiatives for the Agency and its partners. As a result, Border Technologies Innovation Directorate (BTID) was established as a new organization to accelerate the evaluation and deployment of new technologies. BTID's mandate is to increase organizational agility to advance CBSA's Transformation and Renewal Agenda through full design, production, testing and deployment to meet business needs.	

To address the spread of COVID-19, CBSA collaborated with the Public Health Agency of Canada (PHAC) to enhance the Government of Canada's (GC) ability to limit the spread of the virus by supporting contact tracing activities. The ArriveCAN applications [on Android and iOS] and website (ArriveCAN) were introduced as a result of rapid development in April 2020 as digital options for the collection of mandatory information from travelers entering Canada. ArriveCAN allows travelers to input their information quickly, easily and securely prior to, or upon arrival in Canada as opposed to other means currently available. This electronic collection method also limits physical contact between travelers, airline officials, airport authority staff, PHAC officials and Border Security Officers (BSOs). The information collected helps the PHAC with its compliance and enforcement efforts.

CBSA requires business consulting services to work collaboratively with the ArriveCAN project team and relevant stakeholders. Given the rapid development efforts taken by BTID, it is critical to ensure an Agile / Scrum methodology and practices are embedded in development activities moving forward. The expected professional services will provide an Agile approach to allow for the execution of sprint activities, in order to meet organizational and project objectives, as well as timelines.

The required resource(s) will provide business consulting services, including expert advice and guidance, on an as and when required basis. This will require experience with leading large complex initiatives in a GC context, and addressing business needs through the assessment of organizational capabilities (e.g., People; Process), in order to identify areas of improvement and appropriate approaches, including Agile / Scrum practices, to ensure ArriveCAN meets defined business needs. The specific work involves providing key support, knowledge, and recommendations for evolving business needs.

Tasks will include, but not be limited to the following:

- Define objectives and success criteria related for the project
- Ensure stakeholders are committed to, and moving forward on, identified and shared objectives
- Support and nurture strong relationships between stakeholders to ensure strong team dynamics
- Embed an Agile / Scrum methodology and practices with stakeholders in their roles
- Plan for, and manage sprints, to ensure success in meeting objectives
- Lead and participate in meetings and activities during sprint planning and execution
- Track against and document activities, including milestones and progress
- Support the tracking of relevant information in a dashboard format in line with organizational practices
- Support the creation of user stories / storyboards to identify business requirements
- Support the identification of business requirements as a result of meeting activities
- Provide input on the prioritization of business requirements in a backlog of prioritized items
- Support the project team throughout various activities, including sprints
- Mitigate and/or resolve barriers and issues that may prevent objectives
- Provide input on the implementation of an improvement plan to identify, analyze, plan, track and control improvements on a continuous basis
- Make recommendations and provide advice for improvements
- Advise Senior Management on a range of issues affecting the ability to achieve objectives
- Provide general advice and guidance
- Provide coaching on business practices and decision-making criteria

The deliverables may include, but are not limited to:

- Documented sprint log identifying objectives, key activities, status, issues, and decisions, as required
- Documented management dashboard(s) with relevant information, as required
- Documented business requirements list on a monthly basis, as required
- Prioritized item backlog on a monthly basis, as required
- User stories / storyboards, as required
- Documented issues log, as required
- Sprint retrospectives, including lessons learned, at completion of sprints
- Briefing notes, as required
- Presentation materials and reports, as required
- Meeting facilitation materials and notes, as required
- Written and verbal advice, as required
- Written and verbal Project Status Reports, as required

Additional deliverables, including general advice, may be identified and requested on an as needed basis. Documents and change control will be delivered in accordance with the project.

All deliverables must conform to the client's standards and provide guidance/instruction to other project team members as necessary to achieve quality assurance objectives.

SECTION B – Applicable Basis of Payment

TA subject to a Limitation of Expenditure

The total value of this TA to complete the work as described in the Task Description is **not to exceed \$449,875.00**, exclusive of applicable taxes [equivalent to \$508,358.75 *with HST*].

SECTION C – Cost Breakdown of Task

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Daniel Mixture Business Consultant – Senior	95-74-8398	English			\$449,875.00

Expected Timeframe:

- Immediate start upon TA Award to September 10, 2022

SECTION D – Applicable Method of Payment

Monthly Payments

Authorization - Authorization

By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify(ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority - Nom du chargé de projet _____


Signature **UTANO ANTONIO** Digitally signed by UTANO ANTONIO
Date: 2020.12.11 11:44:53 -05'00'

Name of PWGSC Contracting Authority -
Nom de l'autorité contractante de TPSGC _____

Signature **StLouis, Robin** Digitally signed by StLouis, Robin
DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSGC
Date: 2020.12.11 13:53:48 -05'00' Date _____

Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur
Harry Lake, Partner

Signature  Date **December 11, 2020**

Douglas, Morgan

From: Utano, Antonio
Sent: December 11, 2020 11:48 AM
To: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC); Leclair, Meagan; Wakim, Yolla
Cc: Daly, Diane
Subject: RE: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant
Attachments: 1000355809 - 2021001758 - TA_AU.pdf

Please see attached.

T

T

T.

From: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC) <CBSA.BTID_Procurement-Approvisionnement_DTFI.ASFC@cbsa-asfc.gc.ca>
Sent: December 11, 2020 11:35 AM
To: Leclair, Meagan <Meagan.Leclair@cbsa-asfc.gc.ca>; Utano, Antonio <Antonio.Utano@cbsa-asfc.gc.ca>; Wakim, Yolla <Yolla.Wakim@cbsa-asfc.gc.ca>
Cc: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>
Subject: RE: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant

Thanks Meagan!

Hi Tony – Please sign the attached TA 2021001758 for Dan Mixture and return. Thanks!

Thanks,
Catrina Santiago
BTID Procurement
CBSA – ISTB
Mobile: 343-552-4105

From: Leclair, Meagan <Meagan.Leclair@cbsa-asfc.gc.ca>
Sent: December 11, 2020 11:30 AM
To: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC) <CBSA.BTID_Procurement-Approvisionnement_DTFI.ASFC@cbsa-asfc.gc.ca>
Cc: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>
Subject: RE: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant

Good morning,

Please see the attached TA for the Project Authority's signature. Kindly return the TA to me once signed, so I can obtain PSPC's signature.

Should you have any questions, please do not hesitate to contact me.

Thank you,

Meagan Leclair

A/ Senior Contracting Officer

Strategic Procurement Division (SPD), Operations (OPS) | Finance and Corporate Management Branch

Canada Border Services Agency | Government of Canada

355 North River Road, Vanier Tower B, 17th Floor, Ottawa, Ontario, K1A 0L8

✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

A/ Agent principal des marchés

Division de l'approvisionnement stratégiques (DAS), Operations (OPS) | Direction générale des finances et de la gestion organisationnelle

Agence des services frontaliers du Canada | Gouvernement du Canada

355 rue North River, Tour B, 17e étage, Ottawa, Ontario, K1A 0L8

✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

From: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>

Sent: December 10, 2020 8:23 AM

To: Egan, Tara <Tara.Egan@cbsa-asfc.gc.ca>; Derouin, Michel <Michel.Derouin@cbsa-asfc.gc.ca>; Leclair, Meagan <Meagan.Leclair@cbsa-asfc.gc.ca>

Cc: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC) <CBSA.BTID_Procurement-Approvisionnement_DTFI.ASFC@cbsa-asfc.gc.ca>

Subject: RE: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant

Thank you everyone. Mihn Doan is receiving regular updates on all covid19 and agency work. We appreciate your support.

From: Egan, Tara <Tara.Egan@cbsa-asfc.gc.ca>

Sent: December 10, 2020 7:24 AM

To: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>; Derouin, Michel <Michel.Derouin@cbsa-asfc.gc.ca>; Leclair, Meagan <Meagan.Leclair@cbsa-asfc.gc.ca>

Cc: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC) <CBSA.BTID_Procurement-Approvisionnement_DTFI.ASFC@cbsa-asfc.gc.ca>

Subject: RE: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant

Good morning, Diane

I have assigned this requirement to Meagan Leclair, who will review it and begin work on it as soon as possible. She will share updates as her work progresses.

As always, please let us know if we can be of further assistance

Best regards

Tara

From: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>

Sent: Wednesday, December 9, 2020 4:26 PM

To: Egan, Tara <Tara.Egan@cbsa-asfc.gc.ca>; Derouin, Michel <Michel.Derouin@cbsa-asfc.gc.ca>

Cc: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC) <CBSA.BTID_Procurement-Approvisionnement_DTFI.ASFC@cbsa-asfc.gc.ca>

Subject: FW: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant

Good afternoon folks,

This is a covid19 requirement and it has not been assigned. Please advise, thanks.

From: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC) <CBSA.BTID_Procurement-Approvisionnement_DTFI.ASFC@cbsa-asfc.gc.ca>

Sent: December 9, 2020 3:42 PM

To: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>

Subject: FW: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant

Diane – here is the email sent to CBSA Contracting. Subject and email mentions COVID 19 requirement.

Thanks,
Catrina Santiago
BTID Procurement
CBSA – ISTB
Mobile: 343-552-4105

From: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC) <CBSA.BTID_Procurement-Approvisionnement_DTFI.ASFC@cbsa-asfc.gc.ca>

Sent: December 4, 2020 6:46 PM

To: CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>

Cc: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>; Egan, Tara <Tara.Egan@cbsa-asfc.gc.ca>

Subject: RE: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant

PR has been approved.

Thanks,
Catrina Santiago
BTID Procurement
CBSA – ISTB
Mobile: 343-552-4105

From: CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>

Sent: December 4, 2020 3:36 PM

To: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC) <CBSA.BTID_Procurement-Approvisionnement_DTFI.ASFC@cbsa-asfc.gc.ca>

Cc: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>; Egan, Tara <Tara.Egan@cbsa-asfc.gc.ca>; CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>

Subject: RE: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant

Good afternoon Catrina,

The PR has been released and is now pending section 32 approval (Antonio Utano).

Thank you,

Maxime Brisset

Contracting Oversight and Policy / Surveillance des marchés et des politiques

Maxime.Brisset@cbsa-asfc.gc.ca

Tel / Tél. : 343-551-6935

****Please visit the SPD community page for useful contracting information and instructions****

From: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC) <CBSA.BTID_Procurement-Approvisionnement_DTFI.ASFC@cbsa-asfc.gc.ca>

Sent: December 4, 2020 1:35 PM

To: CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>

Cc: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>; Egan, Tara <Tara.Egan@cbsa-asfc.gc.ca>

Subject: URGENT COVID 19 REQUIREMENT - PR 1000355809 - COVID 19 REQUIREMENT - TA Request for Senior Business Consultant

Importance: High

Good Afternoon,

Purchase Requisition 1000355809 has been submitted into the system with all supporting documents. This is an urgent COVID 19 requirement.

Kindly process and let me know if you have any questions.

TA Request for Senior Business Consultant (resource: Dan Mixture).

Thanks,

Catrina Santiago

Administrative Planning Officer

Project Resource Management

Business Application Services Directorate

Information, Science & Technology Branch

Canada Border Services Agency

Mobile: +1 (343) 552-4105

Email: Catrina.Santiago@cbsa-asfc.gc.ca

Douglas, Morgan

From: Leclair, Meagan
Sent: December 11, 2020 02:03 PM
To: 'FIRM-ManagementConsultingSupport'
Cc: Lake, Harry; Macdonald, Roary; Mixture, Daniel
Subject: RE: [EXT] 47419-218907/001/ZQ: 1000355809 - 2021001758 TA
Attachments: 1000355809 - 2021001758 - TA

Good afternoon,

Please find the fully executed TA attached, for your records.

Should you have any questions, please do not hesitate to contact me.

Thank you,

Meagan Leclair

A/ Senior Contracting Officer
Strategic Procurement Division (SPD), Operations (OPS) | Finance and Corporate Management Branch
Canada Border Services Agency | Government of Canada
355 North River Road, Vanier Tower B, 17th Floor, Ottawa, Ontario, K1A 0L8
✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

A/ Agent principal des marchés
Division de l'approvisionnement stratégiques (DAS), Operations (OPS) | Direction générale des finances et de la gestion organisationnelle
Agence des services frontaliers du Canada | Gouvernement du Canada
355 rue North River, Tour B, 17e étage, Ottawa, Ontario, K1A 0L8
✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

From: FIRM-ManagementConsultingSupport <FIRM-ManagementConsultingSupport@bdo.ca>
Sent: December 11, 2020 11:21 AM
To: Leclair, Meagan <Meagan.Leclair@cbsa-asfc.gc.ca>
Cc: Lake, Harry <hlake@bdo.ca>; Macdonald, Roary <RMacdonald@bdo.ca>; Mixture, Daniel <damixture@bdo.ca>;
FIRM-ManagementConsultingSupport <FIRM-ManagementConsultingSupport@bdo.ca>
Subject: RE: [EXT] 47419-218907/001/ZQ: 1000355809 - 2021001758 TA

Good Morning,

Attached you will find TA Number 2021001758 against Contract Number 47419-218907/001/ZQ signed by BDO Canada LLP.

If you have any questions, please do not hesitate to contact me.

Best Regards,
Amanda

Amanda Picard
Corporate Admin Services | Alternate Company Security Officer | BDO Canada LLP | BDO Consulting
Office: 613-237-9331 Ext. 3020

Address: 180 Kent St., Suite 1700 | Ottawa, ON | K1P 0B6

Apicard@bdo.ca | bdo.ca



Before you print think about the environment / Avant d'imprimer, pensez à l'environnement

From: Leclair, Meagan <Meagan.Leclair@cbsa-asfc.gc.ca>
Sent: Friday, December 11, 2020 10:12 AM
To: Lake, Harry <hlake@bdo.ca>
Subject: [EXT] 47419-218907/001/ZQ: 1000355809 - 2021001758 TA
Importance: High

Good morning,

Please see the attached TA for your review and signature. Kindly return the signed TA to me as soon as possible, as this is a urgent request.

Should you have any questions, please do not hesitate to contact me.

Thank you,

Meagan Leclair

A/ Senior Contracting Officer
Strategic Procurement Division (SPD), Operations (OPS) | Finance and Corporate Management Branch
Canada Border Services Agency | Government of Canada
355 North River Road, Vanier Tower B, 17th Floor, Ottawa, Ontario, K1A 0L8
✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

A/ Agent principal des marchés
Division de l'approvisionnement stratégiques (DAS), Operations (OPS) | Direction générale des finances et de la gestion organisationnelle
Agence des services frontaliers du Canada | Gouvernement du Canada
355 rue North River, Tour B, 17e étage, Ottawa, Ontario, K1A 0L8
✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

The information contained in this communication is confidential and intended only for the use of those to whom it is addressed. If you have received this communication in error, please notify me by telephone (collect if necessary) and delete or destroy any copies of it. Thank you.

BDO Canada LLP (and its affiliates), a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms.

Le contenu de ce courriel est confidentiel et à l'intention du (des) destinataire(s) seulement. Si vous recevez cette transmission par erreur, veuillez m'aviser immédiatement par téléphone en utilisant le numéro mentionné ci-haut (à frais virés si nécessaire). Veuillez effacer ou détruire toutes copies de ce courriel reçues. Merci de votre collaboration.

BDO Canada s.r.l./S.E.N.C.R.L. (et ses filiales), une société canadienne à responsabilité limitée/société en nom collectif à responsabilité limitée, est membre de BDO International Limited, société de droit anglais, et fait partie du réseau international de sociétés membres indépendantes BDO.

BDO est la marque utilisée pour désigner le réseau BDO et chacune de ses sociétés membres.

Douglas, Morgan

From: Santiago, Catrina
Sent: September 17, 2020 01:46 PM
To: CBSA-ASFC, Contracting-Contrats; Pedroza Daher, Bruno
Cc: Daly, Diane; Cloutier, Yves; Cleroux, Nancy
Subject: RE: 47419-218907 // REQ#1000348907
Attachments: 47419-218907 Amendment 001 Signed.pdf

Categories: Maxime

Hello Everyone,

There was a correction on the Project Authority which should be Tony Utano. Please find attached signed amendment 001.

Thanks,
Catrina Santiago
Strategic Procurement Services
Border Technologies Innovation Directorate
Mobile: 343-552-4105

From: CBSA-ASFC, Contracting-Contrats
Sent: September 17, 2020 10:33 AM
To: Pedroza Daher, Bruno
Cc: Daly, Diane ; Cloutier, Yves ; CBSA-ASFC, Contracting-Contrats ; Santiago, Catrina ; Cleroux, Nancy
Subject: RE: 47419-218907 // REQ#1000348907

Good morning Bruno,

Since you are the officer assigned to this file, this is to let you know we received the contract from PSPC.
The requisition can be linked to a PO.

The contract has been uploaded into Apollo :

1000348907 - 47419-218907 Contract

Thank you,

Maxime Brisset

Contracting Oversight and Policy / Surveillance des marchés et des politiques

Maxime.Brisset@cbsa-asfc.gc.ca

Tel / Tél. : 343-551-6935

****Please visit the SPD community page for useful contracting information and instructions****

From: Santiago, Catrina <Catrina.Santiago@cbsa-asfc.gc.ca>
Sent: September 17, 2020 9:34 AM
To: CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>; Cloutier, Yves <Yves.Cloutier@cbsa-asfc.gc.ca>
Cc: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>
Subject: FW: 47419-218907

PR # 1000348907

Thanks,
Catrina Santiago
Strategic Procurement Services
Border Technologies Innovation Directorate
Mobile: 343-552-4105

From: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>
Sent: September 17, 2020 7:56 AM
To: CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>; Santiago, Catrina <Catrina.Santiago@cbsa-asfc.gc.ca>
Subject: FW: 47419-218907

Please find attached contract. Thank you.

Catrina – please provide contracting with the purchase requisition number, thank you (refer to tab 1).

Purchasing Office - Bureau des achats:

Services Procurement-Instruments Management
 Division/Approvisionnement de services-Gestion
 des instruments
 Terrasses de la Chaudière 5th Floor
 10 Wellington Street
 Gatineau
 Quebec
 K1A 0S5

**CONTRACT AMENDMENT
MODIFICATION AU CONTRAT**

The referenced document is hereby amended: unless
 otherwise indicated, all other terms and conditions of
 the contract remain the same.
 Ce document est par la présente modifié: sauf indication
 contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this amendment.

Le fournisseur/entrepreneur accepte la présente modification/en accusé réception.

Harry Lake, Partner  September 17, 2020

Signature _____ Date _____
 Name, title of person authorized to sign (type or print)
 Nom et titre du signataire autorisé (taper ou imprimer)


Return signed copy forthwith
 Prière de retourner une copie dûment signée immédiatement

Comments - Commentaires

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

131585366PG0003
 BDO CANADA LLP
 180 Kent Street
 Suite 1700
 Ottawa
 Ontario
 K1P0B6
 Canada

Title - Sujet TSPS-Business Consulting-Stream 2&3	
Contract No. - N° du contrat 47419-218907/001/ZQ	Amendment No. - N° Modif 001
Client Reference No. - N° de référence du client 1000348907	Date 2020-09-17
Requisition Reference No. - N° de la demande 47419-218907	
File No. - N° de dossier 020zq.47419-218907	CCC No./N° CCC - FMS No./N° VME
Financial Codes Code(s) financier(s)	
GST/HST TPS/TVH	
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH See Herein - Voir ci-inclus	Duty - Droits See Herein - Voir ci-inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à:	
Address Enquiries to: - Adresser toutes questions à: St-Louis, Robin	Buyer Id - Id de l'acheteur 020zq
Telephone No. - N° de téléphone (613) 858-6185 ()	FAX No. - N° de FAX () -
Increase (Decrease) - Augmentation (Diminution) \$0.00	
Revised estimated cost Coût révisé estimatif \$14,746,500.00	Currency Type - Genre de devise CAD
For the Minister - Pour le Ministre 	

Digitally signed by: StLouis, Robin
 DN: CN = StLouis, Robin C = CA O = GC OU
 = PWGSC-TPSGC
 Date: 2020.09.17 11:23:52 -04'00'

Contract No. - N° du contrat
47419-218907
Client Ref. No. - N° de réf. du client
1000348907

Amd. No. - N° de la modif.
001
File No. - N° du dossier
020zq.47419-218907

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

This amendment no.001 is raised to:

- Change the Project Authority; and
- Change the Contractor's Representative.

At article 7.5.2 Project Authority

Delete existing article 7.5.2 Project Authority and **Replace with:**

7.5.2 Project Authority

The Project Authority for the Contract is:

Name: Antonio Utano

Title: Executive Director

Canada Border Services Agency

Phone: 613-858-4710

E-mail address: antonio.utano@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

At article 7.5.3 Contractor's Representative

Delete existing article 7.5.3 Contractor's Representative and **Replace with:**

7.5.3 Contractor's Representative

The Contractor's Representative for the Contract is:

Name: Henry Lake

BDO Canada LLP

Phone: 613-780-6460

E-mail address: hlake@bdo.ca

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.

Douglas, Morgan

From: Macmillan, Kathleen <kmacmillan@bdo.ca>
Sent: November 4, 2020 01:00 PM
To: Leclair, Meagan
Cc: Brault, Max; FIRM-ManagementConsultingSupport; Picard, Amanda; Lake, Harry; Macdonald, Roary
Subject: RE: [EXT] RE: 1000355124: - 2021001316
Attachments: 1000355124_-_2021001316_-_TA_AU.pdf

Hello Meagan,

Please find attached the TA signed under contract 47419-218907/001/ZQ, TA # 2021001316 by BDO Canada LLP.

Please let me know if you need anything further.

Thank you,
Kathleen

Kathleen Macmillan
Executive Assistant, Strategy and Operations | BDO Canada LLP | BDO Consulting
Phone: 613-237-9331 ext. 3290
Address: 180 Kent Street, Suite 1700 | Ottawa, ON | K1P 0B6
kmacmillan@bdo.ca | bdo.ca

We've adapted to a new way of supporting you. The health and safety of our people, clients, and community is our top priority. In response to the COVID-19 pandemic, we have temporarily closed our offices. All BDO partners and employees are working from home. Our teams operate effectively when working remotely, and will continue to deliver the highest level of service to our clients. Visit our website for [COVID-19 related resources and updates for businesses](#). To update your commercial electronic message preferences, please go to our [online subscription centre](#).

Nous avons adapté notre façon de vous soutenir. La santé et la sécurité de nos gens, de nos clients et de notre communauté demeurent notre priorité. Pour faire face à la pandémie de COVID-19, nous avons fermé provisoirement nos bureaux. Tous les associés et tous les employés de BDO travaillent à domicile. Nos équipes travaillent à distance de manière efficace et continueront de fournir un service de la plus haute qualité à nos clients. Veuillez consulter [les ressources et les mises à jour pour les entreprises en lien avec la COVID-19](#) qui sont mises à votre disposition sur notre site Web. Pour mettre à jour vos préférences en matière de messages électroniques, veuillez vous rendre au [centre d'inscription en ligne](#).

From: Leclair, Meagan <Meagan.Leclair@cbsa-asfc.gc.ca>
Sent: November 4, 2020 8:42 AM
To: Picard, Amanda <APicard@bdo.ca>
Cc: Lake, Harry <hlake@bdo.ca>; Macdonald, Roary <RMacdonald@bdo.ca>; Brault, Max <mbrault@bdo.ca>; FIRM-ManagementConsultingSupport <FIRM-ManagementConsultingSupport@bdo.ca>
Subject: [EXT] RE: 1000355124: 47419-218907/001/ZQ - 2021001316

Good morning,

The PSPC Contracting Authority identified some corrections that were required on the TA:

- Section B Applicable Basis of Payment: "TA subject to a Limitation of Expenditure" was added; and
- Section D Applicable Method of Payment: "Monthly Payments" was added.

Could you kindly resign the attached TA and return to me.

Should you have any questions, please do not hesitate to contact me.

Thank you,

Meagan Leclair

A/ Senior Contracting Officer

Strategic Procurement Division (SPD), Operations (OPS) | Finance and Corporate Management Branch

Canada Border Services Agency | Government of Canada

355 North River Road, Vanier Tower B, 17th Floor, Ottawa, Ontario, K1A 0L8

✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

A/ Agent principal des marchés

Division de l'approvisionnement stratégiques (DAS), Operations (OPS) | Direction générale des finances et de la gestion organisationnelle

Agence des services frontaliers du Canada | Gouvernement du Canada

355 rue North River, Tour B, 17eime étage, Ottawa, Ontario, K1A 0L8

✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

From: Leclair, Meagan

Sent: October 29, 2020 1:51 PM

To: 'Picard, Amanda' <APicard@bdo.ca>

Cc: Lake, Harry <hlake@bdo.ca>; Macdonald, Roary <RMacdonald@bdo.ca>; Brault, Max <mbrault@bdo.ca>; FIRM-ManagementConsultingSupport <FIRM-ManagementConsultingSupport@bdo.ca>

Subject: RE: 1000355124: 47419-218907/001/ZQ - 2021001316

Good afternoon,

Please see the attached fully executed TA, for your records.

Should you have any questions, please do not hesitate to contact me.

Thank you,

Meagan Leclair

A/ Senior Contracting Officer

Strategic Procurement Division (SPD), Operations (OPS) | Finance and Corporate Management Branch

Canada Border Services Agency | Government of Canada

355 North River Road, Vanier Tower B, 17th Floor, Ottawa, Ontario, K1A 0L8

✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

A/ Agent principal des marchés

Division de l'approvisionnement stratégiques (DAS), Operations (OPS) | Direction générale des finances et de la gestion organisationnelle

Agence des services frontaliers du Canada | Gouvernement du Canada

355 rue North River, Tour B, 17eime étage, Ottawa, Ontario, K1A 0L8

✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

From: Picard, Amanda <APicard@bdo.ca>

Sent: October 29, 2020 12:42 PM

To: Leclair, Meagan <Meagan.Leclair@cbsa-asfc.gc.ca>

Cc: Lake, Harry <hlake@bdo.ca>; Macdonald, Roary <RMacdonald@bdo.ca>; Brault, Max <mbrault@bdo.ca>; FIRM-

ManagementConsultingSupport <FIRM-ManagementConsultingSupport@bdo.ca>

Subject: 1000355124: 47419-218907/001/ZQ - 2021001316

Importance: High

Good Afternoon,

Attached you will find TA Number 2021001316 (1000355124) against Contract Number 47419-218907/001/ZQ signed by BDO Canada LLP.

If you have any questions, please do not hesitate to contact me.

Best Regards,
Amanda

Amanda Picard

Corporate Admin Services | Alternate Company Security Officer | BDO Canada LLP | BDO Consulting

Office: 613-237-9331 Ext. 3020

Address: 180 Kent St., Suite 1700 | Ottawa, ON | K1P 0B6

Apicard@bdo.ca | bdo.ca



STRATEGY
& OPERATIONS



TECHNOLOGY



RISK
& SECURITY



HUMAN
RESOURCES

Before you print think about the environment / Avant d'imprimer, pensez à l'environnement

We've adapted to a new way of supporting you. The health and safety of our people, clients, and community is our top priority. In response to the COVID-19 pandemic, we have temporarily closed our offices. All BDO partners and employees are working from home. Our teams operate effectively when working remotely, and will continue to deliver the highest level of service to our clients. Visit our website for [COVID-19 related resources and updates for businesses](#). To update your commercial electronic message preferences, please go to our [online subscription centre](#).

Nous avons adapté notre façon de vous soutenir. La santé et la sécurité de nos gens, de nos clients et de notre communauté demeurent notre priorité. Pour faire face à la pandémie de COVID-19, nous avons fermé provisoirement nos bureaux. Tous les associés et tous les employés de BDO travaillent à domicile. Nos équipes travaillent à distance de manière efficace et continueront de fournir un service de la plus haute qualité à nos clients. Veuillez consulter [les ressources et les mises à jour pour les entreprises en lien avec la COVID-19](#) qui sont mises à votre disposition sur notre site Web. Pour mettre à jour vos préférences en matière de messages électroniques, veuillez vous rendre au [centre d'inscription en ligne](#).

From: Leclair, Meagan <Meagan.Leclair@cbsa-asfc.gc.ca>

Sent: Thursday, October 29, 2020 10:37 AM

To: Lake, Harry <hlake@bdo.ca>

Subject: [EXT] 1000355124: 47419-218907/001/ZQ - 2021001316

Importance: High

Good morning,

Please see the attached TA for your review and signature.

Should you have any questions, please do not hesitate to contact me.

Thank you,

Meagan Leclair

A/ Senior Contracting Officer

Strategic Procurement Division (SPD), Operations (OPS) | Finance and Corporate Management Branch

Canada Border Services Agency | Government of Canada

355 North River Road, Vanier Tower B, 17th Floor, Ottawa, Ontario, K1A 0L8

✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

A/ Agent principal des marchés

Division de l'approvisionnement stratégiques (DAS), Operations (OPS) | Direction générale des finances et de la gestion organisationnelle

Agence des services frontaliers du Canada | Gouvernement du Canada

355 rue North River, Tour B, 17eime étage, Ottawa, Ontario, K1A 0L8

✉ Meagan.Leclair@cbsa-asfc.gc.ca | ☎ 343-551-6907

The information contained in this communication is confidential and intended only for the use of those to whom it is addressed. If you have received this communication in error, please notify me by telephone (collect if necessary) and delete or destroy any copies of it. Thank you.

BDO Canada LLP (and its affiliates), a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms.

Le contenu de ce courriel est confidentiel et à l'intention du (des) destinataire(s) seulement. Si vous recevez cette transmission par erreur, veuillez m'aviser immédiatement par téléphone en utilisant le numéro mentionné ci-haut (à frais virés si nécessaire). Veuillez effacer ou détruire toutes copies de ce courriel reçues. Merci de votre collaboration.

BDO Canada s.r.l./S.E.N.C.R.L. (et ses filiales), une société canadienne à responsabilité limitée/société en nom collectif à responsabilité limitée, est membre de BDO International Limited, société de droit anglais, et fait partie du réseau international de sociétés membres indépendantes BDO.

BDO est la marque utilisée pour désigner le réseau BDO et chacune de ses sociétés membres.

ANNEX E, TASK AUTHORIZATION FORM

Contract Number	47419-218907/001/ZQ
Task Authorization (TA) Number	2021001316 (1000355124)
Contractor's Name and Address	
BDO Canada LLP 180 Kent St., Suite 1700 Ottawa, ON K1P 0B6	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	
	\$295,000.00
Work Location: National Capital Region (NCR)	
Travel: N/A	
Language Requirements: English	
TA Revisions Previously Authorized	
Ex. Dir. BTID	
\$0.00	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
New TA Revision	
\$0.00	
TA Revision Number: _____	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____
Contract Security Requirements (as applicable)	
<p>This task includes security requirements.</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes; Refer to the Security Requirements Checklist (SRCL) annex of the Contract.</p> <p>Remarks: RELIABILITY</p>	
Required Work	
SECTION A – Task Description of the Work Required	

The Information, Science and Technology Branch (ISTB) at the Canada Border Services Agency (CBSA) recently re-aligned under a new Functional Management Model to streamline the way it delivers information management / information technology (IM/IT) initiatives for the Agency and its partners. As a result, Border Technologies Innovation Directorate (BTID) was established as a new organization to accelerate the evaluation and deployment of new technologies. BTID's mandate is to increase organizational agility to advance CBSA's Transformation and Renewal Agenda through full design, production, testing and deployment.

To address the Government of Canada's need to curtail the global spread of COVID-19, Public Health Agency of Canada (PHAC) and CBSA have collaboratively developed digital tools to enhance Canada's border posture and support contact tracing activities. The ArriveCAN mobile application and website were introduced in April 2020 as digital options for the collection of mandatory information from travellers entering Canada. ArriveCAN is an online alternative to the paper Traveller Contact Information Form that is currently used and collected at ports of entry or if an air carrier circulates it during a flight. ArriveCAN allows travellers to input their information quickly, easily and securely prior to, or upon arrival in Canada. This electronic collection method also limits physical contact between travellers, airline officials, airport authority staff, PHAC officials and Border Security Officers (BSOs).

The ArriveCAN app has been launched in partnership with PHAC to support Canadian travelers by reducing time with border and public health officials. It is currently available to the public in web and mobile (iOS; and Android) formats under rapid development and implementation led by BTID on behalf of CBSA. It is one of many digital tools offered by the Government of Canada (GC) to help Canadians access services and get information on COVID-19. The app is to speed up the arrival process for travelers to spend less time with border and public health officers. It allows the traveler to submit information easily and security before arriving in Canada. The information collected helps the PHAC with its compliance and enforcement efforts.

It is important that as a digital tool offered by the GC that it is available and accessible to all Canadians. As legislated in [Bill C-81, The Accessible Canada Act](#), which received royal ascent on June 21, 2019, aims to benefit all Canadians, especially those with disabilities, by helping to create a barrier-free Canada. The purpose of the bill is to identify, remove, and prevent accessibility barriers in information technology, including digital content and technologies used to access it, among other significant barriers.

CBSA requires business consulting services to work collaboratively with the business owner in ensuring digital accessibility needs across the various digital channels (e.g., web; mobile) meet relevant accessibility standards. Expected standards include but are not limited to meeting at a minimum level AA of the Web Content Accessibility Guidelines (WCAG) 2.1, and relevant [Government of Canada Digital Standards](#) such as the [Standard on Web Accessibility](#), which took effect on August 1, 2011 replacing Part 2 of the Common Look and Feel 2.0 Standards for the Internet. An assessment against such accessibility requirements is considered critical in order to identify improvements in line with a targeted October 31st, 2020 deadline for being digital mandatory.

The required resource(s) will provide expert advice and consulting on an as and when required basis. This will require experience with GC policies and directives, and knowledge of relevant accessibility requirements, in order to identify areas of improvement and appropriate approaches to ensure digital accessibility of the ArriveCAN app. The specific work involves providing key support, knowledge, and recommendations for evolving business requirements in line with digital accessibility requirements.

Tasks will include, but not be limited to the following:

- Plan and complete a review of digital accessibility against standards on web and mobile (iOS and Android) platforms
- Provide macro- and micro-level assessments on each platform to ensure the results meet the design of the functional requirements and the performance is acceptable
- Prepare compliance reports to demonstrate fit against relevant standards
- Define and produce business requirements
- Create quick reference guides and other materials to support digital accessibility requirements
- Identify opportunities for, and assist in the prioritization of, improvement activities
- Develop a systematic method to backlog outstanding requirements, and support the prioritization of items
- Provide input on the implementation of an improvement plan to identify, analyze, plan, track and control improvements on a continuous basis
- Support web and mobile accessibility implementation activities

- Provide general advice and guidance regarding web and mobile accessibility consultation
- Advise Senior Management on a range of issues affecting the ability to achieve business objectives
- Make recommendations and provide advice for improvements and assist in developing solutions and implement recommendations
- Provide coaching on business practices

The deliverables may include, but are not limited to:

- Macro- and Micro-level Assessment Findings
- DRAFT and FINAL Accessibility Review Report
- Compliance Report(s) on a monthly basis, as required
- Prioritized Item Backlog on a monthly basis, as required
- Quality Assurance Status Reports on a monthly basis, as required
- Quick Reference Guides / Guidance Documents, as required
- Issues papers / briefing notes, as required
- Presentation materials and reports, as required
- Meeting facilitation materials and notes, as required
- Written and verbal advice, as required
- Written and verbal Project Status Reports, as required

Additional deliverables, including general advice, may be identified and requested on an as needed basis. Documents and change control will be delivered in accordance with the ArriveCAN project.

All deliverables must conform to the client's standards and provide guidance/instruction to other project team members as necessary to achieve quality assurance objectives.

SECTION B – Applicable Basis of Payment

TA subject to a Limitation of Expenditure.

The total value of this TA to complete the work as described in the Task Description is **not to exceed \$295,000.00**, exclusive of applicable taxes [equivalent to \$333,350.00 with HST].

SECTION C – Cost Breakdown of Task

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
Max Brault Business Consultant – Senior	96-24-0090	Bilingual			
Pierre (Pete) Hachey Business Consultant – Senior	95-14-7528	Bilingual			

Expected Timeframe:

- Immediate start upon Contract Award to September 10, 2023

SECTION D – Applicable Method of Payment

Monthly Payments


Authorization - Authorization

By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify(ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority - Nom du chargé de projet Antonio Utano

2020-11-03

X 

Antonio Utano

Ex. Dir. BTID

Signature Signed by: UTANO ANTONIO

Date ___ Nov 03, 2020 _____

Name of PWGSC Contracting Authority -
Nom de l'autorité contractante de TPSGC _____

Signature _____ Date _____

Contractor's Signature - Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature  _____ Date November 4, 2020

Douglas, Morgan

From: Santiago, Catrina
Sent: September 17, 2020 09:34 AM
To: CBSA-ASFC, Contracting-Contrats; Cloutier, Yves
Cc: Daly, Diane
Subject: FW: 47419-218907
Attachments: 47419-218907 Contract.pdf; TA Form.docx

Categories: Maxime

PR # 1000348907

Thanks,
Catrina Santiago
Strategic Procurement Services
Border Technologies Innovation Directorate
Mobile: 343-552-4105

From: Daly, Diane
Sent: September 17, 2020 7:56 AM
To: CBSA-ASFC, Contracting-Contrats ; Santiago, Catrina
Subject: FW: 47419-218907

Please find attached contract. Thank you.

Catrina – please provide contracting with the purchase requisition number, thank you (refer to tab 1).



Purchasing Office - Bureau des achats:

Services Procurement-Instruments Management
Division/Approvisionnement de
services-Gestion des instruments
Terrasses de la Chaudière 5th Floor
10 Wellington Street
Gatineau
Quebec
K1A 0S5

CONTRACT - CONTRAT

Comments - Commentaires

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

131585366PG0003
BDO CANADA LLP
180 Kent Street
Suite 1700
Ottawa
Ontario
K1P0B6
Canada

Title - Sujet TSPS-Business Consulting-Stream 2&3	
Contract No. - N° du contrat 47419-218907/001/ZQ	Date 2020-09-11
Client Reference No. - N° de référence du client 1000348907	
Requisition No. - N° de la demande 47419-218907	
File No. - N° de dossier 020zq.47419-218907	CCC No./N° CCC - FMS No./N° VME
Financial Code(s) Code(s) financier(s) B329A, G/L 74425 cost center 192070000	GST/HST TPS/TVH
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH See Herein - Voir ci-inclus	Duty - Droits See Herein - Voir ci-inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Specified Herein Précisé dans les présentes	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: Specified Herein Précisé dans les présentes	
Address Enquiries to: - Adresser toutes questions à: St-Louis, Robin	Buyer Id - Id de l'acheteur 020zq
Telephone No. - N° de téléphone (613) 858-6185 ()	FAX No. - N° de FAX () -
Total Estimated Cost - Coût total estimatif \$14,746,500.00	Currency Type - Devise CAD
For the Minister - Pour le Ministre StLouis, Robin <small>Digitally signed by: StLouis, Robin DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSGC Date: 2020.09.11 10:23:54 -0400</small>	

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

7.1.1 Optional Goods or Services, or both

The Contractor grants to Canada the irrevocable option to acquire the goods, services or both described at Annex A of the Contract under the same conditions and at the prices and/or rates stated in the Contract. The option may only be exercised by the Contracting Authority and will be evidenced, for administrative purposes only, through a contract amendment.

The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

7.1.2 Additional Resources Process

1. The Project Authority will provide the Contractor with the request via email to acquire additional resource(s).
2. The request to acquire additional resource(s) will contain details such as, the number of required additional resource(s), the preferred start date and a description of the major tasks to be performed.
3. The Contractor must provide the Project Authority, within 5 calendar days of its receipt, the qualifications and experience of the proposed additional resource(s). Each additional resource(s) will be assessed against the flexible grid criteria and point rated criteria as applicable, at Appendix 1 of the Statement of Work in Annex A. If the required number of additional resource(s) cannot be fully met by the Contractor, the required resources will be procured using another method of procurement.

7.1.3 Task Authorization

A. Work described at Annex A, Statement of Work, will be performed under the Contract on an "as and when requested basis".

B. With respect to the Work mentioned under paragraph A of this clause,

1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;
4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and

Sollicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex E Task Authorization Form. An authorized TA is a completed Annex E signed by the TA Authority.

C. TA Authority and Limit

The Project Authority may authorize individual TAs, inclusive of any revisions, the sole applicable Contract basis of payment of which is Limitation of Expenditure up to a limit of \$400,000.00 Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit, or any revisions to any previously authorized TA the applicable Contract basis of payment of which is firm lot price must be authorized by the Contracting Authority before issuance to the Contractor.

D. The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs not being exceeded).

E. TA Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex E Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
 - the details of the activities or revised activities to be performed;
 - a description of the deliverables or revised deliverables to be submitted; and
 - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and
- the Contract method(s) of payment applicable to the task or revised task;

F. Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex B; and
3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;
 the resume of the proposed resource; and
 a demonstration that the proposed resource meets:
 the Contract security requirements.

G. TA Authorization

1. The TA Authority will authorize the TA based on:
 - the request submitted to the Contractor pursuant to paragraph F of this clause;
 - the Contractor's response received, submitted pursuant to paragraph F of this clause; and
 - the agreed total estimated cost for performing the task or, as applicable, revised task.

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

H. Minimum Work Guarantee - All the Work - Authorized TAs

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs); and "Minimum Contract Value" means a fixed amount of \$5,000.00.
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph I.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

I. Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

1st quarter: April 1 to June 30;
 2nd quarter: July 1 to September 30;
 3rd quarter: October 1 to December 31; and
 4th quarter: January 1 to March 31.

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:
 - the TA number appearing on the TA form;
 - the date the task was authorized appearing on the TA form;
 - the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
 - the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc:

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- the TA revision number;
 - the date the revision to the task was authorized;
 - the authorized increase or decrease (Applicable Taxes extra);
 - the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
 - the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
 - the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
 - the total amount of Applicable Taxes invoiced;
 - the total amount paid, Applicable Taxes included;
 - the start and completion date of the task (as last revised, as applicable); and
 - the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

J. Administration of the TA Process – Canada Border Services Agency

The administration of the TA process will be carried out by CBSA. This process includes: monitoring, controlling and reporting on expenditures of the Contract to the Contracting Authority.

7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

7.2.1 General Conditions

2035 (2020-05-28), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

7.2.2 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

7.2.3 Non-Disclosure Agreement

The Contractor must obtain from its employee(s) or subcontractor(s) the completed and signed non-disclosure agreement, attached at Annex F, and provide it to the Project Authority before they are given access to information by or on behalf of Canada in connection with the Work.

7.3 Security Requirement

SECURITY REQUIREMENT FOR CANADIAN SUPPLIER: Common-PS-SRCL #19

7.3.1 The following security requirement (SRCL and related clauses provided by the Contract Security Program apply and form part of the Contract:

1. The Contractor/Offeree must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of Secret, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC)
2. The Contractor/Offeree personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Reliability Status, Confidential** or **Secret** as required, granted or approved by CISD/PWGSC
3. The Contractor/Offeree must not remove any protected/classified information from the identified work site(s), and the Contractor/Offeree must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor/Offeree must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex
 - b. Industrial Security Manual (Latest Edition)

7.4 Term of Contract

7.4.1 Period of the Contract

The period of the Contract is from September 11, 2020 to September 10, 2023.

7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional one year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 15 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7.4.3 Termination on Thirty Days Notice

Canada reserves the right to terminate the Contract at any time in whole or in part by giving thirty (30) calendar days written notice to the Contractor.

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:
Name: Robin St-Louis
Title: Supply Specialist
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Professional Services Procurement Directorate
Address: 10 Wellington Street, 5th Floor
Phone: 613-858-6185
E-mail address: robin.st-louis@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

7.5.2 Project Authority

The Project Authority for the Contract is:
Name: Diane Daly
Title: Senior Officer
Canada Border Services Agency
Phone: 343-291-6461
E-mail address: diane.daly@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

7.5.3 Contractor's Representative

The Contractor's Representative for the Contract is:
Name: Carrie Gallo
BDO Canada LLP
Phone: 613-237-9331
E-mail address: cgallo@bdo.ca

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

7.6 Payment

7.6.1 Basis of Payment

7.6.1.1 Authorized TA

Firm Price TA

In consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid the firm lot price specified in the authorized TA, determined in accordance with the basis of payment in Annex A. Customs duties are included and applicable taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work specified in the authorized TA, unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work specified in the authorized TA.

TA subject to a Limitation of Expenditure

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex A to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.6.2 Canada's Total Liability

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$13,050,000.00. Customs duties are included and the applicable taxes are extra.

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

-
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
1. when it is 75 percent committed, or
 2. four (4) months before the Contract expiry date, or
 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1, TA subject to a Limitation of Expenditure],
- whichever comes first.
- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.6.3 Method of Payment

The following methods of payment will form part of the authorized TA

Single Payment

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work delivered has been accepted by Canada.

Monthly Payments

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

7.6.4 SACC Manual Clauses

A9117C (2007-11-30), T1204 – Direct Request by Customer Department

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

7.6.5 Electronic Payment of Invoices - Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- a. Direct Deposit (Domestic and International);

7.6.6 Discretionary Audit

C0705C (2010-01-11), Discretionary Audit

7.7 Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
 - b. a copy of the release document and any other documents as specified in the Contract;
 - c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
 - d. a copy of the monthly progress report.
2. Invoices must be distributed as follows:
 - a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.
OR
 - b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

7.8 Certifications and Additional Information

7.8.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

"FCP Limited Eligibility to Bid List" available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.9 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

7.10 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2020-05-28), General Conditions - Higher Complexity - Services;
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) Annex D, Insurance Requirements;
- (h) the signed Task Authorizations (including all of its annexes, if any); and
- (i) the Contractor's bid dated July 21, 2020.

7.11 Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

7.12 No Responsibility to Pay for Work not performed due to Closure of Government Offices

Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation, closure of government offices or there are enhanced measures to restrict access to government premises and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation, closure or restricted access.

If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

ANNEX A, STATEMENT OF WORK

1.0 Title: Business, Leadership and Change Management Professional Services for Canada Border Services Agency - National Capital Region (NCR)

2.0 Objective

The Information, Science and Technology Branch (ISTB) of the Canada Border Services Agency (CBSA) requires a variety of business consulting, risk management and project leader professional resource services. These professional services must facilitate Government of Canada business processes, strategic planning requirements, change management initiatives and benefits management opportunities to be integrated into ISTB's business and strategic planning requirements.

The purpose of these services is to augment capacity in the planning and execution of departmental Information Management/Information Technology (IM/IT) initiatives managed by the Information, Science and Technology Branch (ISTB) team on an as and when required basis. The specific work involves providing key support, knowledge, recommendations and strategic planning for senior leadership for new and ever evolving business requirements.

These professional services are required to provide expert level advice, support and thought leadership in specific programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving mandates and risk initiatives, provide resource capacity measurement, business case development, project guidance, change management to support CBSA's renewal and professional services on critical business requirements on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the strategic component of projects and business initiatives progresses as required.

3.0 Background

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications.

ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives. Currently, CBSA, including CBSA is going through an agency wide reorganization. This requires extensive business and project management expertise. As the development of the branch begins, work on a client support model is just beginning. The evolution of this branch includes developing a new reorganization and change management model to be integrated with other divisions in the agency.

Working with various partners, e.g. Treasury Board Secretariat (TBS), Canada Revenue Agency CRA, and SSC, CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on time, on budget and in accordance with objectives. CBSA is seeking business professional services on an as and when required basis to provide critical key support for these initiatives.

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

4.0 Scope of the Work

The Contractor must provide risk management and business consulting professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations. Projects may be in any of the following stages: inception, identification, in the midst of work, proof of concept, pilot, or delivery using traditional and agile methodologies.

The Requirement is for Business Consulting with experience in Government of Canada policies and directives, project management methodologies, processes and relevant frameworks. Business process re-engineering will move manual processes for each project to more standardized risk-based processes and project alignment. Identification, development and implementation of new frameworks, policies, standards and other business best practices will be required.

ISTB would like to integrate benefits management into its project management practices through frameworks, strategies and processes as appropriate. Benefits management is a practice used to track and manage the benefits identified through the delivery of projects, by defining the program and operational key performance indicators (KPI's), understanding and standardizing the data that drives the KPIs, learning from their evaluation and then optimizing the organization through change. The professional services required under this contract will include, but not be limited to the support and delivery of the changes required to enable the management of benefits in ISTB's project management environment including the monitoring of benefits.

The following resources are required for this contract.

Stream 2 – Business Consulting/Change Management Stream

- 2.1 – Business Analyst – Senior**
- 2.3 – Business Consultant – Senior**
- 2.8 – Business Architect - Senior**

Stream 3 – Project Management Services Stream

- 3.2 – Project Manager - Senior**
- 3.3 – Project Leader/Executive – Senior**
- 3.6 – Risk Management Specialist – Senior**

5.0 Tasks

The Contractor must provide support for business consulting, change management and project executive professional services on an as and when required basis as initiated through Task Authorizations (TAs).

Tasks will include, but not be limited to the following:

Business Analyst

The required services may include, but are not limited to the following:

- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives
- Identifying opportunities for organizational improvement
- Assisting in the prioritization and assignment of organizational improvements
- Developing and/or implementing an organizational improvement plan, business plan, policies and standards

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- Making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations
 - Preparing and presenting findings, 30and other relevant matters
 - Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports
 - Identifying and researching best practices
 - Processing problems into solutions or new opportunities/initiatives
 - Analyzing, advising on, and implementing business processes, strategies and functions
 - Advising on business decisions
 - Preparing and advising on contracts structure and enforcement
 - Leading and managing various business systems and process improvements (for example, initiating redesign to promote increased efficiencies and reduce overall costs, implementing improvements to automation of process)
 - Recognizing market factors and adapting business decisions to the context of the organization's sector and industry
 - Implementing and advising on measures to mitigate risk
 - Facilitating **Joint Application Development (JAD)** session and acting as facilitator during workshops
 - Translating the business requirements into System/Functional requirements
 - Analyzing and documenting the business requirements and delivering work products through the life cycle
 - Assessing the organization's capacity/capability to undertake and successfully deliver t an initiative or a change
 - Consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements
 - Documenting business requirements for all stakeholders
 - Providing support in analyzing, evaluating and controlling risks, especially related to requirements
 - Managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis; and
 - Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis when producing a business case to determine whether further investment in a project is warranted.

Business Consultant

The required services may include, but are not limited to the following:

- Specifying the organization's objectives, developing policies, standards and plans to achieve objectives
- Advising Senior Management on a range of issues affecting the organization's ability to achieve the business objectives
- Identifying opportunities for, assisting in the prioritization of, and assignment of organizational improvement
- Developing and/or managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis
- Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations
- Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports
- Defining and producing business requirement document
- Coaching on business
- Assisting stakeholders with understanding their strategic goals

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- Analyzing stakeholder's business objectives and recommending and developing solutions to address their business problem
 - Implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives
 - Assessing the organization's capacity/capability to undertake and successfully deliver an initiative or a change
 - Defining, developing and implementing business strategies and plans
 - Examining the link between the goals of the organization and how the work is performed to achieve those objectives at strategic and operational levels
 - Processing problems into solutions or new opportunities/initiatives, identifying and researching best practices
 - Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; and
 - Developing Mission and Vision statements.

Business Architect

The required services may include, but are not limited to the following:

- Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of data, human resources, communication facilities and management responsibilities
- Conducting an assessment of the project's business architecture, process and performances
- Recommending changes to improve operational performance
- Ensuring consistency and integration with the organization's and government architectures and business strategies
- Evaluating the feasibility of the architecture and technologies related to a business change
- Developing principles of operation and concept of operations
- Identifying risks associated with the architecture and technologies and recommending risk mitigation
- Advising Senior Management on trends and emerging technologies and their impact on the organization's and government architectures and business strategies
- Recommending alternative solutions, methodologies and strategies
- Assisting in the prioritization and assignment of architectural improvements
- Managing the development and implementation of an architectural improvement plan; and
- Coaching, mentoring and training the organization on business architecture.

Project Manager

The required services may include, but are not limited to the following:

- Planning and coordinating project management activities including financial, planning and contracting aspects
- Planning and organizing a project management office
- Giving briefings on progress and concerns of project
- Coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress
- Planning and coordinating the activities of project personnel, internal customers, contractors and other support providers
- Preparing formal work breakdown structure and compliance charts
- Producing draft plans and sections for incorporation into the Project Implementation Plan

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- Preparing draft evaluation plans, criteria and evaluation schedules
 - Developing, planning, analyzing, evaluating and prioritizing deliverables and requirements
 - Defining and documenting development team objectives
 - Determining and obtaining budgetary requirements, composition, roles, responsibilities and terms of reference for the team
 - Planning, directing and controlling the activities of a project team within scheduled time and cost parameters
 - Monitoring the design, implementation and operations start up of the project against established goals, objectives and milestones
 - Reporting progress of the project on an ongoing basis and at scheduled points in the life cycle
 - Meeting with stakeholders and other project managers and stating problems in a form capable of being solved
 - Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems
 - Working with a variety of project management tools
 - Formulating and managing project plans by defining deliverables, identifying key milestones, reviewing project progress, and engaging in ongoing risk management
 - Coordinating and directing project team(s) in order to meet project objectives for content, quality, costs, and schedules
 - Ensuring management staff is provided with timely and accurate project information and status updates
 - Developing project control and reporting procedures and managing changes in operational plan
 - Conducting post project reviews/lessons learned
 - Contributing to the organization's strategic and business planning initiatives (for example, identifying strategic goals and objectives and implementing initiatives to achieve them, Policy Development, Standards Development and Program Review)
 - Assuming leadership at the appropriate phases of planning, action, and evaluation
 - Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (for example, multi-disciplinary practices)
 - Contributing to development of organizational vision and mission; and
 - Coordinates, drafts and prepares for signature formal project documents and reports.

Project Leader/Executive

The required services may include, but are not limited to the following:

- Assessing the organization's capacity/capability to undertake and successfully deliver a project in the context of the overall program or portfolio program or portfolio priorities through strategic planning
- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives
- Assisting in the prioritization and assignment of projects within the program/portfolio
- Managing several Senior Project Managers, each responsible for an element of the project/program/portfolio and its associated team (for example project and financial management)
- Meeting with organizational executives to ensure all organizational (internal and external) stakeholders are committed to moving forward on the project (for example opportunity evaluation)
- Formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project, program or portfolio elements to solve these problems, and obtaining approval thereof
- Managing the implementation of a project/program/portfolio to identify, analyze, plan, track and control progress on a continuous basis

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations (for example policy development and standards development)
 - Preparing and presenting findings, status and other relevant matters
 - Overseeing the development of a Project Business Case (for example business planning and program review)
 - Managing Program changes in accordance with the change management process
 - Motivating the team to ensure commitment to the program's objectives specifying the general requirements of the project
 - Developing project alternatives and identifying their administrative, economic, and technical feasibility and practicality associated policy and organizational change requirements
 - Planning, directing, and controlling the activities of a project team within scheduled time and cost parameters
 - Producing overall project plans and obtaining approval of preliminary analysis
 - Updating and providing briefings to upper management on progress and concerns of the project.

Risk Management Specialist

The required services may include, but are not limited to the following:

- Conducting risk assessments and evaluating potential risk and losses
- Identifying project and procurement risks
- Reviewing and auditing claims
- Recommending alternative solutions, methodologies and strategies for risk mitigation and management
- Assisting in prioritization and assignment of risks
- Assisting in the development and/or implementation of Risk Management Plans
- Developing and managing the implementation of Risk Management Plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle
- Coaching, mentoring and training project teams in risk mitigation techniques
- Developing and implementing business continuity plans
- Developing crisis and emergency communication and/or management planning strategies
- Reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms
- Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies
- Documenting process improvements
- Preparing reports for internal or external publication (Corporate Services, Policy, Communications)
- Liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the Risk Assessment Process
- Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced
- Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies
- Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

- Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs
- Recommending a ranked-order for risks and opportunities identified
- Recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks
- Performing Control Risk Assessments and analysis, which may include statistical sampling and analysis of existing controls
- Assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies
- Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans; and
- Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.

5.1 Common Tasks for All Work Streams

Other common tasks may include, but are not limited to the following:

- Define scope and metrics for dashboards and scorecards
- Support the design, build, and operationalization of dashboards and scorecards and also consider ability to automate by leveraging existing and new technologies
- Support engagement with other sectors and peers as to dashboard requirements
- Design processes to ensure the sustainability and evolution of dashboards and other management tools
- Develop a performance management framework and define associated standards and tools

And in addition for all categories the tasks will include, but not be limited to the following:

- Planning and coordinating project management activities including planning/coordination/guidance and process aspects;
- Working with a variety of stakeholders, provide expert best practice advice/solutions for PMSL projects;
- Provision of documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;
- Formulating and managing the project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing project progress against milestones, and engaging ongoing risk management;
- Developing and maintaining systems for the management and control of requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support of the Project Authority to oversee initiatives within CCSD and on various IM/IT initiatives;
- Support of the Project Authority to oversee the change management process for requirements;
- Provide monthly project progress reports;
- Conducting stakeholder meetings; and
- Working with project teams and other stakeholders, manage the requirements on projects.

On an as- and when-required basis, the key activities to be performed within any work stream may include:

1. Reviewing strategic documents and making necessary adjustments to target pain points and reduce barriers and challenges;

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
2. Identifying potential changes in the technology service delivery environment, including partnership opportunities both within and outside ISTB;
 3. Researching relevant organizations to identify leading practices and lessons learned related to modern border management;
 4. Developing appropriate strategies, plans, recommendations, considerations, and tools and templates to improve service delivery;
 5. Reviewing and aligning the necessary governance, processes, and procedures for effective service delivery – such as providing alignment to CBSA/ISTB Priorities, Integrated Business Plan (IBP), Investment Technology Plan (ITP), CBSA Operational Plan and DPR's.
 6. Develop governance processes
 7. Developing a roadmap for the future and documenting high-level implementation considerations and timeframe; and
 8. Providing analysis and advice in the execution of activities.

6.0 Deliverables

The Contractor must provide the following deliverables as specified in the Task Authorization issued, which can include, but are not limited to:

- Benefits management strategy
- Benefits management performance monitoring strategy
- Cost Optimization Report
- End User Device Rationalization Implementation Plan
- Benefits management implementation plan
- TBS submissions
- Directives, templates, tools and other document necessary to perform benefits management
- Training and training material
- Senior Executive Reporting (such as Dashboards)/Scorecards
- Funding Tracking – Management Reports (Projects, funding and programs)
- Capacity planning report
- Risk assessment report
- Pilot and pilot report
- Completed templates/tools to be used as example
- Presentations and/or other communication products
- Guidance, advice and knowledge transfer reports and papers
- Significant accomplishments Report showing all activities completed during the previous period.
- Planned Activities Report showing all activities planned for the next period.
- Unplanned Activities showing all activities completed which were not planned for the period.
- Risks, Issues and Mitigation Report identifying all risks and issues, with probability of occurrence, impact, and measures applied to mitigate the risks.
- Monthly status report
- Business Cases
- Treasury Board Submissions
- Outcomes / Benefit Management Plans
- Independent Third Party Reviews
- Organizational Project Management Capacity Assessments
- Logic Model
- Performance Measurement Strategies

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

Project **gating deliverables** should adhere to the following standards:

<https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/guide-project-gating-it-enabled-projects.html>

NOTE: Project Reviews should be in accordance with the TBS Handbook on Project Management Reviews at:

<https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/independent-reviewers-handbook.html>

Deliverables must be submitted in hard and soft copies in the appropriate formats (e.g. MS Project or MS Office Suite applications) or Adobe PDF as identified in the TA. All electronic deliverables must comply with departmental software standards, currently MS Office Suite or Adobe PDF latest version. Where required, CBSA will provide the Contractor with the required forms and templates to meet these standards.

All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval and signature (as required).

7.0 Client Support

The Client will provide all documentation and information necessary for the Work.

8.0 Language Requirements

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

9.0 Work Location

The Contractor's resources will be required to work onsite at CBSA site offices or offsite in the National Capital Region (NCR), which will be identified in the Task Authorization.

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified databases or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

ANNEX B, BASIS OF PAYMENT

A- Contract Period (From September 11, 2020 to September 10, 2023)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

1.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
Contract Period 1: From September 11, 2020 to September 10, 2021		
1a	2.1 Business Analyst - Senior	
1b	2.4 Business Consultant – Senior	
1c	2.8 Business Architect – Senior	
1d	3.2 Project Manager - Senior	
1e	3.3 Project Leader/Executive - Senior	
1f	3.6 Risk Management Specialist - Senior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
Contract Period 2: From September 11, 2021 to September 10, 2022		
2a	2.1 Business Analyst - Senior	
2b	2.4 Business Consultant – Senior	
2c	2.8 Business Architect – Senior	
2d	3.2 Project Manager - Senior	
2e	3.3 Project Leader/Executive - Senior	
2f	3.6 Risk Management Specialist - Senior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
Contract Period 3: From September 11, 2022 to September 10, 2023		
3a	2.1 Business Analyst - Senior	
3b	2.4 Business Consultant – Senior	
3c	2.8 Business Architect – Senior	
3d	3.2 Project Manager - Senior	
3e	3.3 Project Leader/Executive - Senior	
3f	3.6 Risk Management Specialist - Senior	

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all-inclusive fixed daily rate must be prorated to reflect the actual time worked.

Total Estimated Cost of Professional Fees: \$13,050,000.00

B- Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

B-1 Extended Contract Period (From _____ to _____)

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
4	Option Period 1: From expiry of Contract Period 3 to one year later	
4a	2.1 Business Analyst - Senior	
4b	2.4 Business Consultant – Senior	
4c	2.8 Business Architect – Senior	
4d	3.2 Project Manager - Senior	
4e	3.3 Project Leader/Executive - Senior	
4f	3.6 Risk Management Specialist - Senior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
5	Option Period 2: From expiry of Option Period 1 to one year later	
5a	2.1 Business Analyst - Senior	
5b	2.4 Business Consultant – Senior	
5c	2.8 Business Architect – Senior	
5d	3.2 Project Manager - Senior	
5e	3.3 Project Leader/Executive - Senior	
5f	3.6 Risk Management Specialist - Senior	

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all-inclusive fixed daily rate must be prorated to reflect the actual time worked.

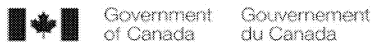
Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

ANNEX C, SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL#19



Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>	
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

COMMON-PS-SRCL#19



Government
of Canada
Gouvernement
du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? If Yes, indicate the level of sensitivity: Dans l'affirmative, indiquer le niveau de sensibilité :	<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
9. Will the supplier require access to extremely sensitive INFOSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? Short Title(s) of material / Titres(s) abrégé(s) du matériel : Document Number / Numéro du document :	<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis			
<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET- SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			
Special comments: Commentaires spéciaux :			
NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided. REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.			

10. b) May unscreened personnel be used for portions of the work? Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? If Yes, will unscreened personnel be escorted? Dans l'affirmative, le personnel en question sera-t-il escorté?	<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
	<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS		
11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets? Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?	<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
PRODUCTION		
11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?	<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)		
11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?	<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

COMMON-PS-SRCL#19



Government of Canada
 Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

PART C - (continued) / PARTIE C - (suite)

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO					COMSEC				
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COMSEC TOP SECRET COMSEC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
 Non ☐ Yes
 Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
 Non ☐ Yes
 Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
 UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

COMMON-PS-SRCL#19



Contract Number / Numéro du contrat 1000 3489 07
Security Classification / Classification de sécurité UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) Tony Utano	Title - Titre Executive Director	Signature 	Date January 14, 2020
Telephone No. - N° de téléphone 613-758-4710	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel antonio.utano@cbsa-asfc.gc.ca	
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Kavita Maharaj	Title - Titre Security Advisor	Signature MAHARAJ KAVITA	
Telephone No. - N° de téléphone 604-830-7764	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel Kavita.Maharaj@cbsa.gc.ca	Date January 21, 2020
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input type="checkbox"/> No / <input type="checkbox"/> Yes Non / Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature StLouis, Robin	Digitally signed by: StLouis, Robin DN: cn=CA, o=CC, ou=PWGSC-TPSGC, email=Saumur, Jacques O Date: 2020.02.04 11:42:35 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)	Title - Titre	Signature Saumur, Jacques O	Digitally signed by: Saumur, Jacques O DN: cn=CA, o=CC, ou=PWGSC-TPSGC, email=Saumur, Jacques O Date: 2017.02.02 13:38:31 -0500
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

Jacques Saumur
Contract Security Officer
Contracts Security Division / Division des contrats sécurité /
Contract Security Program / Programme de sécurité des contrats /
Public Services and Procurement Canada / Services publics et Approvisionnement Canada
Jacques.Saumur@tpsgc-pwgsc.gc.ca
Telephone / Téléphone 613-948-1732
Facsimile / Télécopieur 613-948-1712

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED



Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

ANNEX D, INSURANCE REQUIREMENTS

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.

2. The Commercial General Liability policy must include the following:

- a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
- b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
- h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- l. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

For the province of Quebec, send to:

Director Business Law Directorate,
Quebec Regional Office (Ottawa),
Department of Justice,
284 Wellington Street, Room SAT-6042,
Ottawa, Ontario, K1A 0H8

For other provinces and territories, send to:

Senior General Counsel,
Civil Litigation Section,
Department of Justice

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

234 Wellington Street, East Tower
Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

3. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

4. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

5. The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

ANNEX E, TASK AUTHORIZATION FORM

Contract Number		At STEP 1 a, enter the PWGSC resulting contract number.
Task Authorization (TA) Number		Instructions to the TA Authority: Enter the number here.
Contractor's Name and Address		
Instructions to the TA Authority: Enter the name and address here.		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$ _____ Instructions to the TA Authority: Enter the amount here.
TA Revisions Previously Authorized		
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
New TA Revision		
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Contract Security Requirements (as applicable)		
This task includes security requirements. At STEP 1 a): check the applicable boxes.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".		
Required Work		
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.		

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

SECTION A – Task Description of the Work Required [Instructions for Section A](#)

SECTION B – Applicable Basis of Payment [Instructions for Section B](#)

SECTION C - Cost Breakdown of Task [Instructions for Section C](#)

SECTION D- Applicable Method of Payment [Instructions for Section D](#)

Authorization - Authorization

By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority - Nom du chargé de projet _____

Signature _____

Date _____

Name of PWGSC Contracting Authority -
Nom de l'autorité contractante de TPSGC _____

Signature _____

Date _____

Contractor's Signature - Signature de l'entrepreneur

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

Name and title of individual authorized to sign for the Contractor
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature _____

Date _____

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

ANNEX F, NON-DISCLOSURE AGREEMENT

I, _____, recognize that in the course of my work as an employee or subcontractor of _____, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. _____ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services and _____, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.:

Signature

Date

ANNEX E, TASK AUTHORIZATION FORM

Contract Number	At STEP 1 a, enter the PWGSC resulting contract number.
Task Authorization (TA) Number	Instructions to the TA Authority: Enter the number here.
Contractor's Name and Address	
Instructions to the TA Authority: Enter the name and address here.	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$ _____ Instructions to the TA Authority: Enter the amount here.
TA Revisions Previously Authorized	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
New TA Revision	
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
Contract Security Requirements (as applicable)	
This task includes security requirements. At STEP 1 a): check the applicable boxes.	
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.	
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".	
Required Work	
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.	
SECTION A – Task Description of the Work Required <u>Instructions for Section A</u>	

SECTION B – Applicable Basis of Payment Instructions for Section B
SECTION C - Cost Breakdown of Task Instructions for Section C
SECTION D- Applicable Method of Payment Instructions for Section D
Authorization - Authorization
<p>By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.</p> <p>En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.</p> <p>Name of Project Authority - Nom du chargé de projet _____</p> <p>Signature _____ Date _____</p> <p>Name of PWGSC Contracting Authority - Nom de l'autorité contractante de TPSGC _____</p> <p>Signature _____ Date _____</p>
Contractor's Signature - Signature de l'entrepreneur
<p>Name and title of individual authorized to sign for the Contractor Nom et titre de la personne autorisée à signer au nom de l'entrepreneur</p> <p>_____</p> <p>Signature _____ Date _____</p>

Douglas, Morgan

From: Cleroux, Nancy
Sent: September 17, 2020 11:50 AM
To: Egan, Tara
Cc: CBSA-ASFC, Contracting-Contrats; Cloutier, Yves; Pedroza Daher, Bruno
Subject: FW: 47419-218907 // REQ#1000348907
Attachments: 47419-218907 Contract.pdf; TA Form.docx

Hello Tara

This is a ISTB contract, it was just awarded by PSPC.

Since Bruno is away, I wondering if this can be transferred to your side. (All it requires is a creation of outline agreement.) Perhaps an officer to oversee it.

P.S Stephen is really good with the outline agreements :)

Let me know...

Thank you/Merci

Nancy Cleroux
A/Team Leader
Strategic Procurement Division (SPD) | Finance and Corporate Management Branch
Canada Border Services Agency | Government of Canada
✉ nancy.cleroux@cbsa-asfc.gc.ca | ☎ **343-551-6900**
One Finance / One Procurement / One Team

Chef d'équipe, p.i.
Division de l'approvisionnement stratégiques (DAS) | Direction générale des finances et de la gestion organisationnelle
Agence des services frontaliers du Canada | Gouvernement du Canada
✉ nancy.cleroux@cbsa-asfc.gc.ca | ☎ **343-551-6900**
Une Finance / Un Approvisionnement / Une équipe

From: CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>
Sent: September 17, 2020 10:33 AM
To: Pedroza Daher, Bruno <Bruno.PedrozaDaher@cbsa-asfc.gc.ca>
Cc: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>; Cloutier, Yves <Yves.Cloutier@cbsa-asfc.gc.ca>; CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>; Santiago, Catrina <Catrina.Santiago@cbsa-asfc.gc.ca>; Cleroux, Nancy <Nancy.Cleroux@cbsa-asfc.gc.ca>
Subject: RE: 47419-218907 // REQ#1000348907

Good morning Bruno,

Since you are the officer assigned to this file, this is to let you know we received the contract from PSPC.
The requisition can be linked to a PO.

The contract has been uploaded into Apollo :

1000348907 - 47419-218907 Contract

Thank you,

Maxime Brisset

Contracting Oversight and Policy / Surveillance des marchés et des politiques

Maxime.Brisset@cbsa-asfc.gc.ca

Tel / Tél. : 343-551-6935

****Please visit the SPD community page for useful contracting information and instructions****

From: Santiago, Catrina <Catrina.Santiago@cbsa-asfc.gc.ca>

Sent: September 17, 2020 9:34 AM

To: CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>; Cloutier, Yves <Yves.Cloutier@cbsa-asfc.gc.ca>

Cc: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>

Subject: FW: 47419-218907

PR # 1000348907

Thanks,

Catrina Santiago

Strategic Procurement Services

Border Technologies Innovation Directorate

Mobile: 343-552-4105

From: Daly, Diane <Diane.Daly@cbsa-asfc.gc.ca>

Sent: September 17, 2020 7:56 AM

To: CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>; Santiago, Catrina <Catrina.Santiago@cbsa-asfc.gc.ca>

Subject: FW: 47419-218907

Please find attached contract. Thank you.

Catrina – please provide contracting with the purchase requisition number, thank you (refer to tab 1).

Douglas, Morgan

From: Daly, Diane
Sent: November 25, 2020 08:30 AM
To: CBSA-ASFC, Contracting-Contrats; Egan, Tara
Cc: BTID Procurement Team / Équipe d'approvisionnement DTFI (CBSA/ASFC)
Subject: FW: Contract Amendment 002 47419-218907- 1000348907
Attachments: 47419-218907 Contract Amendment 002.pdf

Categories: Upload in Apollo and file

Please find attached amendment to the BDO outline agreement. Please confirm receipt thank you.

From: Robin St-Louis
Sent: November 24, 2020 3:37 PM
To: Daly, Diane
Subject: Contract Amendment 002 47419-218907

Hi Diane

Please find attached contract amendment 002 signed by BDO

Thank you



Purchasing Office - Bureau des achats:

Services Procurement-Instruments Management
Division/Approvisionnement de services-Gestion
des instruments
Terrasses de la Chaudière 5th Floor
10 Wellington Street
Gatineau
Quebec
K1A 0S5

CONTRACT AMENDMENT MODIFICATION AU CONTRAT

The referenced document is hereby amended: unless otherwise indicated, all other terms and conditions of the contract remain the same.

Ce document est par la présente modifié: sauf indication contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this amendment.

Le fournisseur/entrepreneur accepte la présente modification/en accusé réception.

Harry Lake, Partner Nov. 24, 2020

W. L.

Date _____

Signature	Date
Name, title of person authorized to sign (type or print)	
Nom et titre du signataire autorisé (taper ou imprimer)	

Return signed copy forthwith
Prière de retourner une copie dûment signée immédiatement

Comments - Commentaires

Vendor/Firm Name and Address**Raison sociale et adresse du fournisseur/de l'entrepreneur**

131585366PG0003
BDO CANADA LLP
180 Kent Street
Suite 1700
Ottawa
Ontario
K1P0B6
Canada

Title - Sujet TSPS-Business Consulting-Stream 2&3	
Contract No. - N° du contrat 47419-218907/001/ZQ	Amendment No. - N° Modif 002
Client Reference No. - N° de référence du client 1000348907	Date 2020-11-24
Requisition Reference No. - N° de la demande 47419-218907	
File No. - N° de dossier 005zv.47419-218907	CCC No./N° CCC - FMS No./N° VME
Financial Codes Code(s) financier(s)	
GST/HST TPS/TVH	
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH See Herein - Voir ci-inclus	Duty - Droits See Herein - Voir ci-inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: TECHNOLOGY/TECHNOLOGIE NC REGION OTTAWA ON K1A 0L5 CANADA	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: Vendors-fournisseurs@cbsa-asfc.gc.c National Invoice Reception Unit/ Unite nationaux de reception de fac 105 RUE MCGILL, #260-01 MONTREAL QC H2Y 2E7 CANADA	
Address Enquiries to: - Adresser toutes questions à: St-Louis, Robin	
Buyer Id - Id de l'acheteur 005zv	
Telephone No. - N° de téléphone (613) 858-6185 ()	FAX No. - N° de FAX () -
Increase (Decrease) - Augmentation (Diminution) \$0.00	
Revised estimated cost Coût révisé estimatif \$14,746,500.00	Currency Type - Genre de devise CAD
For the Minister - Pour le Ministre <div>StLouis, Robin</div>	

Contract No. - N° du contrat
47419-218907
Client Ref. No. - N° de réf. du client
1000348907

Amd. No. - N° de la modif.
002
File No. - N° du dossier
005zv.47419-218907

Buyer ID - Id de l'acheteur
005zv
CCC No./N° CCC - FMS No./N° VME

This amendment no.002 is raised to:

- Remove non-essential articles of the contract; and
- Describe clearly the process to add or to replace a resource to contract 47419-218907.

At article 7.1.1 Optional Goods or Services, or both

Delete entire article 7.1.1 Optional Goods or Services, or both

At article 7.1.2 Additional Resources Process

Delete entire article 7.1.2 Additional Resources Process

At article 7.1.3 Task Authorization, Part F

Delete entire article 7.1.3 Task Authorization, Part F and **Replace** with

F. Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex B; and
3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;

the resume of the proposed resource; and

a demonstration that the proposed resource meets:

- a) the Contract security requirements;
- b) the required minimum Flexible Grid score for the applicable category; and
- c) the required minimum score for the point-rated technical criteria as specified in the RFP #47419-218907/A in Attachment 2 to part 4.

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.



Purchasing Office - Bureau des achats:

Services Procurement-Instruments Management
Division/Approvisionnement de
services-Gestion des instruments
Terrasses de la Chaudière 5th Floor
10 Wellington Street
Gatineau
Quebec
K1A 0S5

CONTRACT - CONTRAT

Comments - Commentaires

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

131585366PG0003
BDO CANADA LLP
180 Kent Street
Suite 1700
Ottawa
Ontario
K1P0B6
Canada

Title - Sujet TSPS-Business Consulting-Stream 2&3	
Contract No. - N° du contrat 47419-218907/001/ZQ	Date 2020-09-11
Client Reference No. - N° de référence du client 1000348907	
Requisition No. - N° de la demande 47419-218907	
File No. - N° de dossier 020zq.47419-218907	CCC No./N° CCC - FMS No./N° VME
Financial Code(s) Code(s) financier(s) B329A, G/L 74425 cost center 192070000	GST/HST TPS/TVH
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH See Herein - Voir ci-inclus	Duty - Droits See Herein - Voir ci-inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Specified Herein Précisé dans les présentes	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: Specified Herein Précisé dans les présentes	
Address Enquiries to: - Adresser toutes questions à: St-Louis, Robin	Buyer Id - Id de l'acheteur 020zq
Telephone No. - N° de téléphone (613) 858-6185 ()	FAX No. - N° de FAX () -
Total Estimated Cost - Coût total estimatif \$14,746,500.00	Currency Type - Devise CAD
For the Minister - Pour le Ministre StLouis, Robin <small>Digitally signed by: StLouis, Robin DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSSGC Date: 2020.09.11 10:23:54 -0400</small>	

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

7.1.1 Optional Goods or Services, or both

The Contractor grants to Canada the irrevocable option to acquire the goods, services or both described at Annex A of the Contract under the same conditions and at the prices and/or rates stated in the Contract. The option may only be exercised by the Contracting Authority and will be evidenced, for administrative purposes only, through a contract amendment.

The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

7.1.2 Additional Resources Process

1. The Project Authority will provide the Contractor with the request via email to acquire additional resource(s).
2. The request to acquire additional resource(s) will contain details such as, the number of required additional resource(s), the preferred start date and a description of the major tasks to be performed.
3. The Contractor must provide the Project Authority, within 5 calendar days of its receipt, the qualifications and experience of the proposed additional resource(s). Each additional resource(s) will be assessed against the flexible grid criteria and point rated criteria as applicable, at Appendix 1 of the Statement of Work in Annex A. If the required number of additional resource(s) cannot be fully met by the Contractor, the required resources will be procured using another method of procurement.

7.1.3 Task Authorization

A. Work described at Annex A, Statement of Work, will be performed under the Contract on an "as and when requested basis".

B. With respect to the Work mentioned under paragraph A of this clause,

1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;
4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and

Sollicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex E Task Authorization Form. An authorized TA is a completed Annex E signed by the TA Authority.

C. TA Authority and Limit

The Project Authority may authorize individual TAs, inclusive of any revisions, the sole applicable Contract basis of payment of which is Limitation of Expenditure up to a limit of \$400,000.00 Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit, or any revisions to any previously authorized TA the applicable Contract basis of payment of which is firm lot price must be authorized by the Contracting Authority before issuance to the Contractor.

D. The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs not being exceeded).

E. TA Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex E Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
 - the details of the activities or revised activities to be performed;
 - a description of the deliverables or revised deliverables to be submitted; and
 - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and
- the Contract method(s) of payment applicable to the task or revised task;

F. Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex B; and
3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;
 the resume of the proposed resource; and
 a demonstration that the proposed resource meets:
 the Contract security requirements.

G. TA Authorization

1. The TA Authority will authorize the TA based on:
 - the request submitted to the Contractor pursuant to paragraph F of this clause;
 - the Contractor's response received, submitted pursuant to paragraph F of this clause; and
 - the agreed total estimated cost for performing the task or, as applicable, revised task.

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

H. Minimum Work Guarantee - All the Work - Authorized TAs

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs); and "Minimum Contract Value" means a fixed amount of \$5,000.00.
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph I.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

I. Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

1st quarter: April 1 to June 30;
 2nd quarter: July 1 to September 30;
 3rd quarter: October 1 to December 31; and
 4th quarter: January 1 to March 31.

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:
 - the TA number appearing on the TA form;
 - the date the task was authorized appearing on the TA form;
 - the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
 - the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc:

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- the TA revision number;
 - the date the revision to the task was authorized;
 - the authorized increase or decrease (Applicable Taxes extra);
 - the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
 - the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
 - the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
 - the total amount of Applicable Taxes invoiced;
 - the total amount paid, Applicable Taxes included;
 - the start and completion date of the task (as last revised, as applicable); and
 - the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

J. Administration of the TA Process – Canada Border Services Agency

The administration of the TA process will be carried out by CBSA. This process includes: monitoring, controlling and reporting on expenditures of the Contract to the Contracting Authority.

7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

7.2.1 General Conditions

2035 (2020-05-28), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

7.2.2 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

7.2.3 Non-Disclosure Agreement

The Contractor must obtain from its employee(s) or subcontractor(s) the completed and signed non-disclosure agreement, attached at Annex F, and provide it to the Project Authority before they are given access to information by or on behalf of Canada in connection with the Work.

7.3 Security Requirement

SECURITY REQUIREMENT FOR CANADIAN SUPPLIER: Common-PS-SRCL #19

7.3.1 The following security requirement (SRCL and related clauses provided by the Contract Security Program apply and form part of the Contract:

1. The Contractor/Offeree must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of Secret, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC)
2. The Contractor/Offeree personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Reliability Status, Confidential** or **Secret** as required, granted or approved by CISD/PWGSC
3. The Contractor/Offeree must not remove any protected/classified information from the identified work site(s), and the Contractor/Offeree must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor/Offeree must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex
 - b. Industrial Security Manual (Latest Edition)

7.4 Term of Contract

7.4.1 Period of the Contract

The period of the Contract is from September 11, 2020 to September 10, 2023.

7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional one year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 15 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7.4.3 Termination on Thirty Days Notice

Canada reserves the right to terminate the Contract at any time in whole or in part by giving thirty (30) calendar days written notice to the Contractor.

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:
Name: Robin St-Louis
Title: Supply Specialist
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Professional Services Procurement Directorate
Address: 10 Wellington Street, 5th Floor
Phone: 613-858-6185
E-mail address: robin.st-louis@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

7.5.2 Project Authority

The Project Authority for the Contract is:
Name: Diane Daly
Title: Senior Officer
Canada Border Services Agency
Phone: 343-291-6461
E-mail address: diane.daly@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

7.5.3 Contractor's Representative

The Contractor's Representative for the Contract is:
Name: Carrie Gallo
BDO Canada LLP
Phone: 613-237-9331
E-mail address: cgallo@bdo.ca

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

7.6 Payment

7.6.1 Basis of Payment

7.6.1.1 Authorized TA

Firm Price TA

In consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid the firm lot price specified in the authorized TA, determined in accordance with the basis of payment in Annex A. Customs duties are included and applicable taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work specified in the authorized TA, unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work specified in the authorized TA.

TA subject to a Limitation of Expenditure

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex A to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.6.2 Canada's Total Liability

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$13,050,000.00. Customs duties are included and the applicable taxes are extra.

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

-
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
1. when it is 75 percent committed, or
 2. four (4) months before the Contract expiry date, or
 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1, TA subject to a Limitation of Expenditure],
- whichever comes first.
- D. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.6.3 Method of Payment

The following methods of payment will form part of the authorized TA

Single Payment

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work delivered has been accepted by Canada.

Monthly Payments

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

7.6.4 SACC Manual Clauses

A9117C (2007-11-30), T1204 – Direct Request by Customer Department

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

7.6.5 Electronic Payment of Invoices - Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- a. Direct Deposit (Domestic and International);

7.6.6 Discretionary Audit

C0705C (2010-01-11), Discretionary Audit

7.7 Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
 - b. a copy of the release document and any other documents as specified in the Contract;
 - c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
 - d. a copy of the monthly progress report.
2. Invoices must be distributed as follows:
 - a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.
OR
 - b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

7.8 Certifications and Additional Information

7.8.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

"FCP Limited Eligibility to Bid List" available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.9 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

7.10 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2020-05-28), General Conditions - Higher Complexity - Services;
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) Annex D, Insurance Requirements;
- (h) the signed Task Authorizations (including all of its annexes, if any); and
- (i) the Contractor's bid dated July 21, 2020.

7.11 Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

7.12 No Responsibility to Pay for Work not performed due to Closure of Government Offices

Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation, closure of government offices or there are enhanced measures to restrict access to government premises and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation, closure or restricted access.

If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

ANNEX A, STATEMENT OF WORK

1.0 Title: Business, Leadership and Change Management Professional Services for Canada Border Services Agency - National Capital Region (NCR)

2.0 Objective

The Information, Science and Technology Branch (ISTB) of the Canada Border Services Agency (CBSA) requires a variety of business consulting, risk management and project leader professional resource services. These professional services must facilitate Government of Canada business processes, strategic planning requirements, change management initiatives and benefits management opportunities to be integrated into ISTB's business and strategic planning requirements.

The purpose of these services is to augment capacity in the planning and execution of departmental Information Management/Information Technology (IM/IT) initiatives managed by the Information, Science and Technology Branch (ISTB) team on an as and when required basis. The specific work involves providing key support, knowledge, recommendations and strategic planning for senior leadership for new and ever evolving business requirements.

These professional services are required to provide expert level advice, support and thought leadership in specific programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving mandates and risk initiatives, provide resource capacity measurement, business case development, project guidance, change management to support CBSA's renewal and professional services on critical business requirements on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the strategic component of projects and business initiatives progresses as required.

3.0 Background

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications.

ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives. Currently, CBSA, including CBSA is going through an agency wide reorganization. This requires extensive business and project management expertise. As the development of the branch begins, work on a client support model is just beginning. The evolution of this branch includes developing a new reorganization and change management model to be integrated with other divisions in the agency.

Working with various partners, e.g. Treasury Board Secretariat (TBS), Canada Revenue Agency CRA, and SSC, CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on time, on budget and in accordance with objectives. CBSA is seeking business professional services on an as and when required basis to provide critical key support for these initiatives.

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

4.0 Scope of the Work

The Contractor must provide risk management and business consulting professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations. Projects may be in any of the following stages: inception, identification, in the midst of work, proof of concept, pilot, or delivery using traditional and agile methodologies.

The Requirement is for Business Consulting with experience in Government of Canada policies and directives, project management methodologies, processes and relevant frameworks. Business process re-engineering will move manual processes for each project to more standardized risk-based processes and project alignment. Identification, development and implementation of new frameworks, policies, standards and other business best practices will be required.

ISTB would like to integrate benefits management into its project management practices through frameworks, strategies and processes as appropriate. Benefits management is a practice used to track and manage the benefits identified through the delivery of projects, by defining the program and operational key performance indicators (KPI's), understanding and standardizing the data that drives the KPIs, learning from their evaluation and then optimizing the organization through change. The professional services required under this contract will include, but not be limited to the support and delivery of the changes required to enable the management of benefits in ISTB's project management environment including the monitoring of benefits.

The following resources are required for this contract.

Stream 2 – Business Consulting/Change Management Stream

- 2.1 – Business Analyst – Senior**
- 2.3 – Business Consultant – Senior**
- 2.8 – Business Architect - Senior**

Stream 3 – Project Management Services Stream

- 3.2 – Project Manager - Senior**
- 3.3 – Project Leader/Executive – Senior**
- 3.6 – Risk Management Specialist – Senior**

5.0 Tasks

The Contractor must provide support for business consulting, change management and project executive professional services on an as and when required basis as initiated through Task Authorizations (TAs).

Tasks will include, but not be limited to the following:

Business Analyst

The required services may include, but are not limited to the following:

- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives
- Identifying opportunities for organizational improvement
- Assisting in the prioritization and assignment of organizational improvements
- Developing and/or implementing an organizational improvement plan, business plan, policies and standards

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- Making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations
 - Preparing and presenting findings, 30and other relevant matters
 - Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports
 - Identifying and researching best practices
 - Processing problems into solutions or new opportunities/initiatives
 - Analyzing, advising on, and implementing business processes, strategies and functions
 - Advising on business decisions
 - Preparing and advising on contracts structure and enforcement
 - Leading and managing various business systems and process improvements (for example, initiating redesign to promote increased efficiencies and reduce overall costs, implementing improvements to automation of process)
 - Recognizing market factors and adapting business decisions to the context of the organization's sector and industry
 - Implementing and advising on measures to mitigate risk
 - Facilitating **Joint Application Development (JAD)** session and acting as facilitator during workshops
 - Translating the business requirements into System/Functional requirements
 - Analyzing and documenting the business requirements and delivering work products through the life cycle
 - Assessing the organization's capacity/capability to undertake and successfully deliver t an initiative or a change
 - Consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements
 - Documenting business requirements for all stakeholders
 - Providing support in analyzing, evaluating and controlling risks, especially related to requirements
 - Managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis; and
 - Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis when producing a business case to determine whether further investment in a project is warranted.

Business Consultant

The required services may include, but are not limited to the following:

- Specifying the organization's objectives, developing policies, standards and plans to achieve objectives
- Advising Senior Management on a range of issues affecting the organization's ability to achieve the business objectives
- Identifying opportunities for, assisting in the prioritization of, and assignment of organizational improvement
- Developing and/or managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis
- Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations
- Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports
- Defining and producing business requirement document
- Coaching on business
- Assisting stakeholders with understanding their strategic goals

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- Analyzing stakeholder's business objectives and recommending and developing solutions to address their business problem
 - Implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives
 - Assessing the organization's capacity/capability to undertake and successfully deliver an initiative or a change
 - Defining, developing and implementing business strategies and plans
 - Examining the link between the goals of the organization and how the work is performed to achieve those objectives at strategic and operational levels
 - Processing problems into solutions or new opportunities/initiatives, identifying and researching best practices
 - Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; and
 - Developing Mission and Vision statements.

Business Architect

The required services may include, but are not limited to the following:

- Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of data, human resources, communication facilities and management responsibilities
- Conducting an assessment of the project's business architecture, process and performances
- Recommending changes to improve operational performance
- Ensuring consistency and integration with the organization's and government architectures and business strategies
- Evaluating the feasibility of the architecture and technologies related to a business change
- Developing principles of operation and concept of operations
- Identifying risks associated with the architecture and technologies and recommending risk mitigation
- Advising Senior Management on trends and emerging technologies and their impact on the organization's and government architectures and business strategies
- Recommending alternative solutions, methodologies and strategies
- Assisting in the prioritization and assignment of architectural improvements
- Managing the development and implementation of an architectural improvement plan; and
- Coaching, mentoring and training the organization on business architecture.

Project Manager

The required services may include, but are not limited to the following:

- Planning and coordinating project management activities including financial, planning and contracting aspects
- Planning and organizing a project management office
- Giving briefings on progress and concerns of project
- Coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress
- Planning and coordinating the activities of project personnel, internal customers, contractors and other support providers
- Preparing formal work breakdown structure and compliance charts
- Producing draft plans and sections for incorporation into the Project Implementation Plan

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- Preparing draft evaluation plans, criteria and evaluation schedules
 - Developing, planning, analyzing, evaluating and prioritizing deliverables and requirements
 - Defining and documenting development team objectives
 - Determining and obtaining budgetary requirements, composition, roles, responsibilities and terms of reference for the team
 - Planning, directing and controlling the activities of a project team within scheduled time and cost parameters
 - Monitoring the design, implementation and operations start up of the project against established goals, objectives and milestones
 - Reporting progress of the project on an ongoing basis and at scheduled points in the life cycle
 - Meeting with stakeholders and other project managers and stating problems in a form capable of being solved
 - Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems
 - Working with a variety of project management tools
 - Formulating and managing project plans by defining deliverables, identifying key milestones, reviewing project progress, and engaging in ongoing risk management
 - Coordinating and directing project team(s) in order to meet project objectives for content, quality, costs, and schedules
 - Ensuring management staff is provided with timely and accurate project information and status updates
 - Developing project control and reporting procedures and managing changes in operational plan
 - Conducting post project reviews/lessons learned
 - Contributing to the organization's strategic and business planning initiatives (for example, identifying strategic goals and objectives and implementing initiatives to achieve them, Policy Development, Standards Development and Program Review)
 - Assuming leadership at the appropriate phases of planning, action, and evaluation
 - Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (for example, multi-disciplinary practices)
 - Contributing to development of organizational vision and mission; and
 - Coordinates, drafts and prepares for signature formal project documents and reports.

Project Leader/Executive

The required services may include, but are not limited to the following:

- Assessing the organization's capacity/capability to undertake and successfully deliver a project in the context of the overall program or portfolio program or portfolio priorities through strategic planning
- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives
- Assisting in the prioritization and assignment of projects within the program/portfolio
- Managing several Senior Project Managers, each responsible for an element of the project/program/portfolio and its associated team (for example project and financial management)
- Meeting with organizational executives to ensure all organizational (internal and external) stakeholders are committed to moving forward on the project (for example opportunity evaluation)
- Formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project, program or portfolio elements to solve these problems, and obtaining approval thereof
- Managing the implementation of a project/program/portfolio to identify, analyze, plan, track and control progress on a continuous basis

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
- Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations (for example policy development and standards development)
 - Preparing and presenting findings, status and other relevant matters
 - Overseeing the development of a Project Business Case (for example business planning and program review)
 - Managing Program changes in accordance with the change management process
 - Motivating the team to ensure commitment to the program's objectives specifying the general requirements of the project
 - Developing project alternatives and identifying their administrative, economic, and technical feasibility and practicality associated policy and organizational change requirements
 - Planning, directing, and controlling the activities of a project team within scheduled time and cost parameters
 - Producing overall project plans and obtaining approval of preliminary analysis
 - Updating and providing briefings to upper management on progress and concerns of the project.

Risk Management Specialist

The required services may include, but are not limited to the following:

- Conducting risk assessments and evaluating potential risk and losses
- Identifying project and procurement risks
- Reviewing and auditing claims
- Recommending alternative solutions, methodologies and strategies for risk mitigation and management
- Assisting in prioritization and assignment of risks
- Assisting in the development and/or implementation of Risk Management Plans
- Developing and managing the implementation of Risk Management Plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle
- Coaching, mentoring and training project teams in risk mitigation techniques
- Developing and implementing business continuity plans
- Developing crisis and emergency communication and/or management planning strategies
- Reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms
- Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies
- Documenting process improvements
- Preparing reports for internal or external publication (Corporate Services, Policy, Communications)
- Liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the Risk Assessment Process
- Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced
- Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies
- Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

- Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs
- Recommending a ranked-order for risks and opportunities identified
- Recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks
- Performing Control Risk Assessments and analysis, which may include statistical sampling and analysis of existing controls
- Assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies
- Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans; and
- Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.

5.1 Common Tasks for All Work Streams

Other common tasks may include, but are not limited to the following:

- Define scope and metrics for dashboards and scorecards
- Support the design, build, and operationalization of dashboards and scorecards and also consider ability to automate by leveraging existing and new technologies
- Support engagement with other sectors and peers as to dashboard requirements
- Design processes to ensure the sustainability and evolution of dashboards and other management tools
- Develop a performance management framework and define associated standards and tools

And in addition for all categories the tasks will include, but not be limited to the following:

- Planning and coordinating project management activities including planning/coordination/guidance and process aspects;
- Working with a variety of stakeholders, provide expert best practice advice/solutions for PMSL projects;
- Provision of documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;
- Formulating and managing the project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing project progress against milestones, and engaging ongoing risk management;
- Developing and maintaining systems for the management and control of requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support of the Project Authority to oversee initiatives within CCSD and on various IM/IT initiatives;
- Support of the Project Authority to oversee the change management process for requirements;
- Provide monthly project progress reports;
- Conducting stakeholder meetings; and
- Working with project teams and other stakeholders, manage the requirements on projects.

On an as- and when-required basis, the key activities to be performed within any work stream may include:

1. Reviewing strategic documents and making necessary adjustments to target pain points and reduce barriers and challenges;

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

-
2. Identifying potential changes in the technology service delivery environment, including partnership opportunities both within and outside ISTB;
 3. Researching relevant organizations to identify leading practices and lessons learned related to modern border management;
 4. Developing appropriate strategies, plans, recommendations, considerations, and tools and templates to improve service delivery;
 5. Reviewing and aligning the necessary governance, processes, and procedures for effective service delivery – such as providing alignment to CBSA/ISTB Priorities, Integrated Business Plan (IBP), Investment Technology Plan (ITP), CBSA Operational Plan and DPR's.
 6. Develop governance processes
 7. Developing a roadmap for the future and documenting high-level implementation considerations and timeframe; and
 8. Providing analysis and advice in the execution of activities.

6.0 Deliverables

The Contractor must provide the following deliverables as specified in the Task Authorization issued, which can include, but are not limited to:

- Benefits management strategy
- Benefits management performance monitoring strategy
- Cost Optimization Report
- End User Device Rationalization Implementation Plan
- Benefits management implementation plan
- TBS submissions
- Directives, templates, tools and other document necessary to perform benefits management
- Training and training material
- Senior Executive Reporting (such as Dashboards)/Scorecards
- Funding Tracking – Management Reports (Projects, funding and programs)
- Capacity planning report
- Risk assessment report
- Pilot and pilot report
- Completed templates/tools to be used as example
- Presentations and/or other communication products
- Guidance, advice and knowledge transfer reports and papers
- Significant accomplishments Report showing all activities completed during the previous period.
- Planned Activities Report showing all activities planned for the next period.
- Unplanned Activities showing all activities completed which were not planned for the period.
- Risks, Issues and Mitigation Report identifying all risks and issues, with probability of occurrence, impact, and measures applied to mitigate the risks.
- Monthly status report
- Business Cases
- Treasury Board Submissions
- Outcomes / Benefit Management Plans
- Independent Third Party Reviews
- Organizational Project Management Capacity Assessments
- Logic Model
- Performance Measurement Strategies

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

Project **gating deliverables** should adhere to the following standards:

<https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/guide-project-gating-it-enabled-projects.html>

NOTE: Project Reviews should be in accordance with the TBS Handbook on Project Management Reviews at:

<https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/independent-reviewers-handbook.html>

Deliverables must be submitted in hard and soft copies in the appropriate formats (e.g. MS Project or MS Office Suite applications) or Adobe PDF as identified in the TA. All electronic deliverables must comply with departmental software standards, currently MS Office Suite or Adobe PDF latest version. Where required, CBSA will provide the Contractor with the required forms and templates to meet these standards.

All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval and signature (as required).

7.0 Client Support

The Client will provide all documentation and information necessary for the Work.

8.0 Language Requirements

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

9.0 Work Location

The Contractor's resources will be required to work onsite at CBSA site offices or offsite in the National Capital Region (NCR), which will be identified in the Task Authorization.

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified databases or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

ANNEX B, BASIS OF PAYMENT

A- Contract Period (From September 11, 2020 to September 10, 2023)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

1.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
Contract Period 1: From September 11, 2020 to September 10, 2021		
1a	2.1 Business Analyst - Senior	
1b	2.4 Business Consultant – Senior	
1c	2.8 Business Architect – Senior	
1d	3.2 Project Manager - Senior	
1e	3.3 Project Leader/Executive - Senior	
1f	3.6 Risk Management Specialist - Senior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
Contract Period 2: From September 11, 2021 to September 10, 2022		
2a	2.1 Business Analyst - Senior	
2b	2.4 Business Consultant – Senior	
2c	2.8 Business Architect – Senior	
2d	3.2 Project Manager - Senior	
2e	3.3 Project Leader/Executive - Senior	
2f	3.6 Risk Management Specialist - Senior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
Contract Period 3: From September 11, 2022 to September 10, 2023		
3a	2.1 Business Analyst - Senior	
3b	2.4 Business Consultant – Senior	
3c	2.8 Business Architect – Senior	
3d	3.2 Project Manager - Senior	
3e	3.3 Project Leader/Executive - Senior	
3f	3.6 Risk Management Specialist - Senior	

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all-inclusive fixed daily rate must be prorated to reflect the actual time worked.

Total Estimated Cost of Professional Fees: \$13,050,000.00

B- Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

B-1 Extended Contract Period (From _____ to _____)

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
4	Option Period 1: From expiry of Contract Period 3 to one year later	
4a	2.1 Business Analyst - Senior	
4b	2.4 Business Consultant – Senior	
4c	2.8 Business Architect – Senior	
4d	3.2 Project Manager - Senior	
4e	3.3 Project Leader/Executive - Senior	
4f	3.6 Risk Management Specialist - Senior	

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)
5	Option Period 2: From expiry of Option Period 1 to one year later	
5a	2.1 Business Analyst - Senior	
5b	2.4 Business Consultant – Senior	
5c	2.8 Business Architect – Senior	
5d	3.2 Project Manager - Senior	
5e	3.3 Project Leader/Executive - Senior	
5f	3.6 Risk Management Specialist - Senior	

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all-inclusive fixed daily rate must be prorated to reflect the actual time worked.

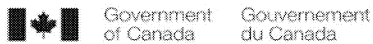
Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

ANNEX C, SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL#19



Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input checked="" type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>	
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

Sollicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

COMMON-PS-SRCL#19



Government
of Canada
Gouvernement
du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
 Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
 Non Oui
 If Yes, indicate the level of sensitivity:
 Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
 Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes
 Non Oui

Short Title(s) of material / Titres(s) abrégé(s) du matériel :
 Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET- SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:
 Commentaires spéciaux : _____

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
 REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
 Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes
 Non Oui
 If Yes, will unscreened personnel be escorted?
 Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes
 Non Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
 Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
 Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
 Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes
 Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
 Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes
 Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
 Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes
 Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
 Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes
 Non Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
 UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

COMMON-PS-SRCL#19



Government of Canada
 Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

PART C - (continued) / PARTIE C - (suite)

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
 Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
 Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO					COMSEC				
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COMSEC TOP SECRET COMSEC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
 Non ☐ Yes
 Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No
 Non ☐ Yes
 Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
 UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

COMMON-PS-SRCL#19



Contract Number / Numéro du contrat 1000 3489 07
Security Classification / Classification de sécurité UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) Tony Utano		Title - Titre Executive Director	
Signature 		Date January 14, 2020	
Telephone No. - N° de téléphone 613-758-4710	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel antonio.utano@cbsa-asfc.gc.ca	
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Kavita Maharaj		Title - Titre Security Advisor	
Signature MAHARAJ KAVITA		Date January 21, 2020	
Telephone No. - N° de téléphone 604-830-7764	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel Kavita.Maharaj@cbsa.gc.ca	
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input type="checkbox"/> No / Oui <input type="checkbox"/> Yes / Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)		Title - Titre	
Signature StLouis, Robin		Date	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)		Title - Titre	
Signature Saumur, Jacques O		Date	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	

Jacques Saumur
Contract Security Officer
Contracts Security Division / Division des contrats sécurité /
Contract Security Program / Programme de sécurité des contrats /
Public Services and Procurement Canada / Services publics et Approvisionnement Canada
Jacques.Saumur@tpsgc-pwgsc.gc.ca
Telephone / Téléphone 613-948-1732
Facsimile / Télécopieur 613-948-1712

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

Solicitation No. - N° de l'invitation
47419-218907
 Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
 File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
 CCC No./N° CCC - FMS No./N° VME

ANNEX D, INSURANCE REQUIREMENTS

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.

2. The Commercial General Liability policy must include the following:

- a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
- b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
- h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- l. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

For the province of Quebec, send to:

Director Business Law Directorate,
 Quebec Regional Office (Ottawa),
 Department of Justice,
 284 Wellington Street, Room SAT-6042,
 Ottawa, Ontario, K1A 0H8

For other provinces and territories, send to:

Senior General Counsel,
 Civil Litigation Section,
 Department of Justice

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

234 Wellington Street, East Tower
Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

3. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

4. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

5. The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

ANNEX E, TASK AUTHORIZATION FORM

Contract Number		At STEP 1 a, enter the PWGSC resulting contract number.
Task Authorization (TA) Number		Instructions to the TA Authority: Enter the number here.
Contractor's Name and Address		
Instructions to the TA Authority: Enter the name and address here.		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:		\$ _____ Instructions to the TA Authority: Enter the amount here.
TA Revisions Previously Authorized		
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
New TA Revision		
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.		
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.	
Contract Security Requirements (as applicable)		
This task includes security requirements. At STEP 1 a): check the applicable boxes.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".		
Required Work		
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.		

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

SECTION A – Task Description of the Work Required [Instructions for Section A](#)

SECTION B – Applicable Basis of Payment [Instructions for Section B](#)

SECTION C - Cost Breakdown of Task [Instructions for Section C](#)

SECTION D- Applicable Method of Payment [Instructions for Section D](#)

Authorization - Authorization

By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority - Nom du chargé de projet _____

Signature _____

Date _____

Name of PWGSC Contracting Authority -
Nom de l'autorité contractante de TPSGC _____

Signature _____

Date _____

Contractor's Signature - Signature de l'entrepreneur

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

Name and title of individual authorized to sign for the Contractor
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature _____

Date _____

Solicitation No. - N° de l'invitation
47419-218907
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.
File No. - N° du dossier

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

ANNEX F, NON-DISCLOSURE AGREEMENT

I, _____, recognize that in the course of my work as an employee or subcontractor of _____, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. _____ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services and _____, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.:

Signature

Date

Purchasing Office - Bureau des achats:
Services Procurement-Instruments Management
Division/Approvisionnement de services-Gestion des instruments
Terrasses de la Chaudière 5th Floor
10 Wellington Street
Gatineau
Quebec
K1A 0S5

CONTRACT AMENDMENT
MODIFICATION AU CONTRAT

The referenced document is hereby amended: unless otherwise indicated, all other terms and conditions of the contract remain the same.
Ce document est par la présente modifié: sauf indication contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this amendment.
Le fournisseur/entrepreneur accepte la présente modification/en accusé réception.

Harry Lake, Partner
September 17, 2020

Signature
Date

Name, title of person authorized to sign (type or print)
Nom et titre du signataire autorisé (taper ou imprimer)


Return signed copy forthwith
Prière de retourner une copie dûment signée immédiatement

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

131585366PG0003
BDO CANADA LLP
180 Kent Street
Suite 1700
Ottawa
Ontario
K1P0B6
Canada

Title - Sujet TSPS-Business Consulting-Stream 2&3	
Contract No. - N° du contrat 47419-218907/001/ZQ	Amendment No. - N° Modif 001
Client Reference No. - N° de référence du client 1000348907	Date 2020-09-17
Requisition Reference No. - N° de la demande 47419-218907	
File No. - N° de dossier 020zq.47419-218907	CCC No./N° CCC - FMS No./N° VME
Financial Codes Code(s) financier(s)	
GST/HST TPS/TVH	
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH See Herein - Voir ci-inclus	Duty - Droits See Herein - Voir ci-inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à:	
Address Enquiries to: - Adresser toutes questions à: St-Louis, Robin	Buyer Id - Id de l'acheteur 020zq
Telephone No. - N° de téléphone (613) 858-6185 ()	FAX No. - N° de FAX () -
Increase (Decrease) - Augmentation (Diminution) \$0.00	
Revised estimated cost Coût révisé estimatif \$14,746,500.00	Currency Type - Genre de devise CAD
For the Minister - Pour le Ministre <div> <div>StLouis, Robin</div> <div> Digitally signed by: StLouis, Robin DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSGC Date: 2020.09.17 11:23:52 -04'00' </div> </div>	



Page 1 of - de 1

Contract No. - N° du contrat
47419-218907
Client Ref. No. - N° de réf. du client
1000348907

Amd. No. - N° de la modif.
001
File No. - N° du dossier
020zq.47419-218907

Buyer ID - Id de l'acheteur
020zq
CCC No./N° CCC - FMS No./N° VME

This amendment no.001 is raised to:

- Change the Project Authority; and
- Change the Contractor's Representative.

At article 7.5.2 Project Authority

Delete existing article 7.5.2 Project Authority and **Replace with:**

7.5.2 Project Authority

The Project Authority for the Contract is:

Name: Antonio Utano

Title: Executive Director

Canada Border Services Agency

Phone: 613-858-4710

E-mail address: antonio.utano@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

At article 7.5.3 Contractor's Representative

Delete existing article 7.5.3 Contractor's Representative and **Replace with:**

7.5.3 Contractor's Representative

The Contractor's Representative for the Contract is:

Name: Henry Lake

BDO Canada LLP

Phone: 613-780-6460

E-mail address: hlake@bdo.ca


ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.

Purchasing Office - Bureau des achats:
Services Procurement-Instruments Management
Division/Approvisionnement de services-Gestion des instruments
Terrasses de la Chaudière 5th Floor
10 Wellington Street
Gatineau
Quebec
K1A 0S5

CONTRACT AMENDMENT
MODIFICATION AU CONTRAT

The referenced document is hereby amended: unless otherwise indicated, all other terms and conditions of the contract remain the same.
Ce document est par la présente modifié: sauf indication contraire, les modalités du contrat demeurent les mêmes.

The Vendor/Firm hereby accepts/acknowledges this amendment.
Le fournisseur/entrepreneur accepte la présente modification/en accusé réception.
Harry Lake, Partner
Nov. 24, 2020


Date
Signature
Name, title of person authorized to sign (type or print)
Nom et titre du signataire autorisé (taper ou imprimer)

Return signed copy forthwith
Prière de retourner une copie dûment signée immédiatement

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

131585366PG0003
BDO CANADA LLP
180 Kent Street
Suite 1700
Ottawa
Ontario
K1P0B6
Canada

Title - Sujet TSPS-Business Consulting-Stream 2&3	
Contract No. - N° du contrat 47419-218907/001/ZQ	Amendment No. - N° Modif 002
Client Reference No. - N° de référence du client 1000348907	Date 2020-11-24
Requisition Reference No. - N° de la demande 47419-218907	
File No. - N° de dossier 005zv.47419-218907	CCC No./N° CCC - FMS No./N° VME
Financial Codes Code(s) financier(s)	
GST/HST TPS/TVH	
F.O.B. - F.A.B. Destination	
GST/HST - TPS/TVH See Herein - Voir ci-inclus	Duty - Droits See Herein - Voir ci-inclus
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: TECHNOLOGY/TECHNOLOGIE NC REGION OTTAWA ON K1A 0L5 CANADA	
Invoices - Original and two copies to be sent to: Factures - Envoyer l'original et deux copies à: Vendors-fournisseurs@cbsa-asfc.gc.c National Invoice Reception Unit/ Unite nationaux de reception de fac 105 RUE MCGILL, #260-01 MONTREAL QC H2Y 2E7 CANADA	
Address Enquiries to: - Adresser toutes questions à: St-Louis, Robin	Buyer Id - Id de l'acheteur 005zv
Telephone No. - N° de téléphone (613) 858-6185 ()	FAX No. - N° de FAX () -
Increase (Decrease) - Augmentation (Diminution) \$0.00	
Revised estimated cost Coût révisé estimatif \$14,746,500.00	Currency Type - Genre de devise CAD
For the Minister - Pour le Ministre <div> <div>StLouis, Robin</div> <div> Digitally signed by: StLouis, Robin DN: CN = StLouis, Robin C = CA O = GC OU = PWGSC-TPSGC Date: 2020.11.24 14:11:10 -05'00' </div> </div>	

Contract No. - N° du contrat
47419-218907
Client Ref. No. - N° de réf. du client
1000348907

Amd. No. - N° de la modif.
002
File No. - N° du dossier
005zv.47419-218907

Buyer ID - Id de l'acheteur
005zv
CCC No./N° CCC - FMS No./N° VME

This amendment no.002 is raised to:

- Remove non-essential articles of the contract; and
- Describe clearly the process to add or to replace a resource to contract 47419-218907.

At article 7.1.1 Optional Goods or Services, or both

Delete entire article 7.1.1 Optional Goods or Services, or both

At article 7.1.2 Additional Resources Process

Delete entire article 7.1.2 Additional Resources Process

At article 7.1.3 Task Authorization, Part F

Delete entire article 7.1.3 Task Authorization, Part F and **Replace** with

- F.** Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:
1. the total estimated cost proposed for performing the task or, as applicable, revised task;
 2. a breakdown of that cost in accordance with Annex B; and
 3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;
the resume of the proposed resource; and
a demonstration that the proposed resource meets:
 - a) the Contract security requirements;
 - b) the required minimum Flexible Grid score for the applicable category; and
 - c) the required minimum score for the point-rated technical criteria as specified in the RFP #47419-218907/A in Attachment 2 to part 4.

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.